



The Influence of Leadership, Work Environment, Motivation, Communication, and Training on Employee Performance at PT XYZ – ABC Airport

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Abstract: This study aims to analyze the influence of leadership, work environment, work motivation, organizational communication, and training on employee performance at PT XYZ, ABC International Airport. As a strategic national sector, the aviation industry demands effective human resource management to ensure service excellence and organizational competitiveness. This research employs a quantitative approach with descriptive and verificative methods, using Structural Equation Modeling (SEM) AMOS involving 155 respondents. The analysis results indicate that only organizational communication positively and significantly affects employee performance ($p < 0.05$), while leadership, work environment, motivation, and training show no direct significant effect. These findings highlight the critical role of effective internal communication in enhancing performance within complex and dynamic work environments such as airports. The managerial implication is the need for the company to prioritize the development of robust internal communication systems both vertically and horizontally to support efficient coordination, prompt decision-making, and overall productivity improvement. This study contributes both theoretically and practically to the development of human resource strategies in the air transportation service sector.

Keywords: Leadership, Work Environment, Work Motivation, Organizational Communication, Training, Employee Performance

INTRODUCTION

In today's era of globalization and digitalization, the aviation industry is required to be increasingly competitive, adaptive, and responsive to market changes. PT XYZ, as a long-established national airline, continues to face various challenges in maintaining service quality and improving employee performance, especially in busy operational environments such as ABC Airport (Fajriati & Noviyanty, 2023).

PT XYZ is a state-owned airline company that has been operating as Indonesia's national airline since its establishment in 1949 and has become a symbol of national pride. Since ABC Airport was inaugurated in 1985, XYZ uses the airport as its main hub for domestic and international flights. Throughout its journey, the company has experienced dynamics in terms

of leadership, operational performance, and human resource strategy planning and implementation, including when facing major crises such as the COVID-19 pandemic and debt restructuring in 2020–2022 (Garuda Indonesia, 2024).

To support the creation of optimal employee performance, the quality of the work environment also determines the success of the company and therefore cannot be ignored. A comfortable work environment is not only determined by physical factors, such as cleanliness, safety, and comfort, but also by non-physical conditions such as social relationships in the workplace and management's concern for employee welfare (Lumbantobing & Dwiarti, 2024; Triono, 2024). Given this, the analysis in this study also includes data on workplace conditions at PT XYZ from 2022 to 2024, including the number of employees, workplace accident incidents, the number of Occupational Safety and Health (OSH) training programs, and employee satisfaction levels with the workplace environment. Through this data, it is hoped that the extent to which the company's performance has developed and its efforts to create a safe, comfortable, and productive work environment for employees on a sustainable basis can be determined (Askila & Nuryani, 2024; Afriyeni & Utami, 2024).

Table 1. Overview of the Work Environment of PT XYZ Employees

Year	Number of Employees	Accident Incidents	Number of Occupational Safety and Health (OSH) Training Sessions	Workplace Satisfaction Rate (%)
2022	5,900	2 minor incidents	15 training programs	75
2023	5,600	1 minor incident	17 training programs	78
2024	5,400	1 minor incident	18 training programs	80

Source: XYZ Annual Report 2022-2024

Based on the data above, the working environment at PT XYZ during the period 2022 to 2024 shows ongoing improvement efforts, although there are still challenges that need to be addressed.

In terms of employee numbers, there was a decrease from 5,900 in 2022 to 5,600 in 2023, and an estimated 5,400 in 2024. This decline could be attributed to organizational efficiency or post-pandemic structural adjustments, which also impacted individual workloads.

In terms of workplace safety, the number of workplace accidents remains relatively low and has been successfully reduced, with only 2 minor incidents in 2022, decreasing to 1 minor incident in both 2023 and 2024. This indicates that the Occupational Safety and Health (OSH) program is functioning effectively, although the organization must remain vigilant to keep accident rates at a minimum.

The number of OSH training programs has also increased from 15 programs in 2022 to 17 programs in 2023, with a target of 18 programs in 2024. This increase signifies management's commitment to strengthening the OSH culture across all work units, with the aim of enhancing employees' awareness of potential hazards in the workplace.

Meanwhile, employee satisfaction with the work environment also showed a positive trend, increasing from 75% in 2022 to 78% in 2023, with a target of 80% in 2024. This increase in satisfaction indicates that employees are beginning to feel improvements in terms of comfort, cleanliness, safety, and supporting facilities in their work environment.

Overall, this data shows that PT XYZ is consistently striving to improve the quality of the work environment, both through incident control, additional K3 training, and the creation of a comfortable and safe working atmosphere. However, the challenge ahead is to maintain satisfaction levels amid a decline in the number of employees, so that the workload does not become an excessive burden that actually reduces productivity and work safety.

According to Murad et al (2024), XYZ's leadership has undergone a major transformation since the company's financial crisis in 2020. During the restructuring period, company leaders

were required to adopt adaptive and transformative leadership styles to maintain employee morale and loyalty, particularly among those working in operational centers such as ABC Airport.

Equally important, the quality of the work environment also plays a crucial role in determining work effectiveness. Kustini et al. (2021) studied XYZ's subsidiary, PT XYZ, and found that a comfortable and supportive work environment significantly influences employee productivity. Factors such as lighting, room temperature, and intercollegial relationships are key elements that can enhance employee satisfaction and performance.

Despite facing internal challenges, the employee union has reaffirmed its commitment to ensuring the smooth operation of XYZ's flights, especially during the surge in travel during the Eid al-Fitr holiday. They have assured that customer service remains their top priority, maintaining flight punctuality and ensuring safety and comfort standards for all passengers (Noe, 2020).

On the other hand, PT XYZ also demonstrates its commitment to an inclusive and women-friendly work environment. The company received the "Best Workplace for Women Award 2024," reflecting its efforts to create a workplace culture that supports gender equality and women's empowerment (Garuda Indonesia, 2025).

Another factor is work motivation. Based on Maslow's hierarchy of needs and Herzberg's two-factor theory, motivation stemming from self-actualization, recognition, and a sense of belonging can drive employees to work more effectively. Napitulu and Lumbanraja (2023) emphasize that in the PT XYZ Airport environment, work motivation has a significant impact on performance achievement.

According to Parashakti and Novianti (2021), post-restructuring, employee work enthusiasm became the main challenge. Although not all motivational aspects were proven significant in the research, training and career development remain key drivers of work motivation. PT XYZ has implemented various initiatives to reignite employee motivation post-pandemic.

Organizational communication is equally important. When communication flows smoothly within an organization, instructions, feedback, and coordination become more effective. Murad et al. (2024) noted that open and clear communication is the foundation of effective management.

XYZ has implemented effective and sustainable corporate communication strategies to maintain its corporate image. This strategy begins with the establishment of a corporate identity used to represent the company's identity, such as visual identity in the form of logos and names, and is one of the achievements to be attained in the world of public relations (Parashakti and Novianti, 2021).

Workplace training is equally strategic. Noe (2020) emphasizes that structured and targeted training can improve employee skills, thereby directly impacting their performance. In a competitive environment such as PT XYZ, training is not merely a routine but a long-term investment in human resource quality.

XYZ has a special training facility called the XYZ Training Center located in West Jakarta. XYZ Training Center offers various training programs for employees, including mandatory and additional training, designed to improve service quality and flight safety. The training programs cover various aspects, from flight operations to customer service. As part of its efforts to maintain high service standards, XYZ conducts training programs for prospective flight attendants through the XYZ Training Center. This program includes various selection stages and intensive training aimed at equipping participants with the skills and knowledge necessary to perform their duties as cabin crew. XYZ continuously conducts safety training for management and employees. This training aims to enhance commitment to a safety culture and ensure that all staff have a thorough understanding of flight safety procedures (Garuda Indonesia, 2024).

In an effort to support the Company's operational activities, in addition to providing training for permanent employees, the Company also provides training for external personnel who support operational activities, both at the airport and in cargo, with a total of 662 training sessions, 15,345 participants, and 211,774 training hours. The Company is committed to improving the quality of human resources evenly by providing equal opportunities for all employees to participate in competency improvement programs, without discrimination based on position, educational background, or gender.

PT XYZ faces various challenges that affect the performance of its employees at ABC Airport. Unstable leadership and changes in management have caused uncertainty about the direction of the company. A stressful work environment due to high workloads and reduced human resources has led to stress and the risk of burnout. Declining work motivation due to salary cuts and reduced benefits during the crisis threatens employee productivity and loyalty. Ineffective organizational communication, such as minimal management response to letters from labor unions, triggers internal conflicts and miscommunication. Additionally, uneven and insufficient training limits employees' ability to keep pace with technological advancements and service standards.

Based on the results of a preliminary survey conducted to obtain an overview of the characteristics of respondents who will be part of further research, there were 41 respondents who participated in completing this questionnaire. The characteristics examined included job title, length of service, and level of education. The results of this preliminary survey helped researchers understand the background of the respondents and ensure the suitability of the data for the research objectives.

In view of this phenomenon, this study is important to examine "The influence of leadership, work environment, work motivation, organizational communication, and training on the performance of PT XYZ employees at ABC Airport." This study is expected to contribute as a reference to support company policies in improving the quality of human resource management.

The research questions in this study are as follows: 1) What is the description and analysis of leadership styles among employees at PT XYZ at ABC Airport?; 2) What is the description and analysis of the work environment among employees at PT XYZ at ABC Airport?; 3) What is the description and analysis of work motivation among employees at PT XYZ at ABC Airport?; 4) What is the description and analysis of organizational communication among employees at PT XYZ at ABC Airport?; 5) What is the description and analysis of training programs among employees at PT XYZ at ABC Airport?; 6) What is the description and analysis of employee performance at PT XYZ at ABC Airport?; 7) How does leadership style influence employee performance at PT XYZ at ABC Airport?; 8) How does the work environment influence employee performance at PT XYZ at ABC Airport?; 9) How does work motivation influence employee performance at PT XYZ at ABC Airport?; 10) How does organizational communication influence employee performance at PT XYZ at ABC Airport?; 11) How does training influence employee performance at PT XYZ at ABC Airport?

METHOD

This study applies a quantitative approach with a descriptive-verification method. The quantitative approach itself relies on numerical data and statistical analysis to test hypotheses, measure variables, and draw conclusions that can be generalized to a wider population. The descriptive quantitative approach was used in this study because the author aims to obtain an overview of the extent to which leadership, work environment, work motivation, organizational communication, training, and employee performance at PT XYZ have been implemented effectively or not. In addition to using a descriptive quantitative approach, this study is also verifiable, which is to test the relationship between independent variables such as leadership, work environment, work motivation, organizational communication, and training on the

dependent variable, namely employee performance at PT XYZ operating at ABC Airport.

The descriptive-verification research method is a method used in social sciences with the aim of presenting an accurate and in-depth description of an event or phenomenon in accordance with the actual conditions in the field, as well as seeking a deep understanding of the relationships between existing variables. This method combines a comprehensive descriptive approach and a verifiable approach that tests the validity of hypotheses (Aba, 2024). Additionally, the quantitative method allows researchers to objectively measure the individual influence of each independent variable on the primary variable of interest and make generalizations. This supports the view of Sitompul et al. (2024) that an explanatory design aims to test theories or causal explanations using quantitative data and statistical analysis.

Data were collected using a questionnaire designed based on indicators from each research variable that had been operationalized previously. The collected data were then analyzed using multiple linear regression to identify the influence of independent variables on dependent variables. Thus, the quantitative method with descriptive verification and explanatory design enables this study to produce objective and accurate conclusions regarding the influence of leadership, work environment, work motivation, communication within the organization, and training programs on employee performance at PT XYZ at ABC Airport.

This study utilized two types of data, namely primary data and secondary data, to obtain objective and in-depth results in accordance with the research objectives. The primary data collection was conducted through questionnaires distributed to respondents to obtain primary information from PT XYZ employees working at ABC Airport. The questionnaires were distributed directly (offline) and also through online platforms such as Google Forms to reach a wider and more efficient range of respondents.

The questionnaire was designed based on indicators representing each variable in the study, which had been previously operationalized in a variable operationalization table. The questionnaire items were carefully formulated to ensure that each question could measure the dimensions and indicators of the variables in a valid and reliable manner.

In measuring respondents' perceptions, a five-point Likert scale was used, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was chosen because it has advantages in measuring attitudes, opinions, and perceptions quantitatively, as well as facilitating data tabulation and analysis (Sugiyono, 2021). According to Sugiyono (2021), the sampling method applied in this study was purposive sampling, selecting respondents based on criteria relevant to the research objectives. The criteria for respondents in this study were employees of PT. XYZ who worked at ABC Airport, had a minimum of 1 year of service, and were directly involved in operational and service activities. The sample size was determined using the Slovin formula.

RESULTS AND DISCUSSION

Human Resource Management

MSDM or Human Resource Management is an integral part of organizational management that focuses on planning, organizing, directing, and supervising matters related to employment. HRM encompasses various key activities, including determining workforce needs, recruiting and selecting the right candidates, providing training and competency development, evaluating performance, managing career paths, providing compensation, and managing relationships between the company and its employees (Armstrong & Taylor, 2020). The implementation of these activities must consider legal, ethical, and social aspects to avoid being limited to organizational interests, while also prioritizing employee well-being and job satisfaction.

HRM is also understood as a combination of artistic and scientific approaches in terms of planning, development, and utilization of workers to support the effective achievement of the company's vision, accompanied by the enthusiasm of all employees (Ristanty, 2019). In this

context, HRM encompasses a set of integrated decisions that regulate the dynamics of work relationships, which impact the productivity of employees and the organization as a whole. In general, HRM is a series of strategic steps designed to manage and direct the potential of human resources toward something that can be optimally utilized by the organization to achieve various organizational goals (Daniyati et al., 2022). Skilled and competent individuals are needed to implement management activities as a process of utilizing human resources to achieve the objectives set by the organization. The resources referred to here are the workforce or human resources within the organizational environment (Prihanti et al., 2022).

Leadership

Leadership, according to Robbins and Judge (2019), is a fundamental element in human resource management because it plays a direct role in directing, motivating, and coordinating the performance of individuals and teams within an organization. In general, leadership can be defined as the ability to influence others to voluntarily strive to achieve organizational goals (Robbins & Judge, 2019). In modern organizations, leadership is no longer just about authority, but more about interpersonal skills, emotional intelligence, and adaptability in facing organizational dynamics.

This also makes a leader play a crucial role in running the operations of an organization within a company. Leaders provide guidance, training, direction, and encouragement to ensure that employees are willing and able to contribute their time, effort, and expertise for the benefit of the organization (Kusumah, 2017).

Work Environment

According to Triono (2024), the work environment is a crucial factor that influences employee productivity and performance in an organization. The work environment encompasses all conditions surrounding the workplace, both physical and psychological, that can influence employee behavior, attitudes, and work results. In the modern organizational perspective, the work environment is not only defined as the physical space where employees work but also includes social relationships, organizational structure, and the work atmosphere that is created.

Work Motivation

Work motivation, according to Robbins and Judge (2019), is the internal or external drive that motivates individuals to behave in accordance with organizational goals. According to Robbins and Judge (2019), motivation is the process that explains the intensity, direction, and persistence of an individual in achieving goals. In the context of work, motivation is closely related to the amount of effort employees put into performing tasks and achieving the targets set by the organization.

Work motivation is a factor that inspires enthusiasm or drive to work, which is influenced by various aspects, such as the role of superiors, physical facilities, policies, applicable regulations, forms of rewards, both monetary and non-material, the type of work performed, and the challenges faced (Suherman & Ismayanty, 2021).

Organizational Communication

Organizational communication is the process of conveying information, ideas, and messages between individuals within an organization to achieve common goals. According to Sakhroni *et al.* (2025), organizational communication is the process of creating and exchanging messages within a network of interdependent relationships to manage environmental uncertainty. Effective communication is crucial in building coordination, resolving conflicts, and ensuring that organizational instructions and policies are understood correctly by all members.

Training

Training is a systematic process designed to improve the skills, knowledge, and attitudes of employees so that they can perform their jobs more effectively and efficiently.

Training, according to Yulistiyono and Solahudin (2020), is a planned effort by an organization to facilitate employee learning related to the competencies needed now or in the future. In modern organizations facing rapid change, training is a strategic instrument in building human resource capabilities.

Employee Performance

The extent to which employees successfully perform their tasks and responsibilities in accordance with established standards is referred to as performance. According to Triono (2024), performance describes the results of an employee's work in terms of quality and quantity in line with their responsibilities, as well as indicating their individual contribution to the achievement of organizational goals.

In addition, according to (Daniyati et al., 2022), ability and motivation are important determining factors in achieving work performance or achievement. Knowledge and skills form ability, while motivation is formed based on a person's attitude in responding to work situations.

RESULTS

1. Validity

The validity of a research instrument can be determined through a validity test. A high validity score indicates that an instrument is considered valid, while an instrument with low validity is considered less valid. To test the validity of a questionnaire instrument, the first step is to measure the correlation between each question item and the total sum of all item scores. This calculation is performed by correlating each item with the total score using the *Spearman Rank Correlation* formula. According to Sugiyono (2021), the following is the formula for Spearman Rank Correlation:

$$r_s = 1 - \frac{\sum_{i=1}^n d_i^2}{n(n^2 - 1)}$$

Where $d_i = R(X_i) - R(Y_i)$. For $i = 1, 2, 3, \dots, n$.

$R(X_i)$ = The rank of the i^{th} observation on the relevant item.

$R(Y_i)$ = The rank of the i^{th} observation for the total of the relevant item.

The validity assessment criteria are as follows: if the calculated r_s value (the result of the Spearman's rank correlation calculation) exceeds the table r_s value, then H_0 is rejected and the questionnaire item is considered valid. Conversely, if the calculated r_s value does not exceed the table r_s value, then H_0 is accepted, meaning that the question item is considered invalid. The Rho table is used to determine the reference value of r_s . Sugiyono (2021) also explains that the minimum requirement for an item in an instrument to be considered valid is if the validity index shows a positive value and is at least 0.3. Thus, items with a correlation value of less than 0.3 need to be revised because they do not meet the validity criteria.

a) Validity of Indicators Based on Factor Loadings

Based on the results of data processing using confirmatory factor analysis (CFA), all indicators of each variable in this study showed *factor loadings* greater than 0.70. This indicates that each indicator has a strong correlation with the construct or variable it measures and is able to explain the latent variable significantly.

The commonly used threshold value (*cut-off value*) for indicator validity is ≥ 0.70 (Hair et al., 2010). Therefore, all indicators in this study meet the criteria for convergent validity. In detail, the following is a summary of indicator validity per variable:

- 1) Motivation (MOT01–MOT15): All indicators have *factor loadings* between 0.717 and 0.905
- 2) Leadership (KEP01–KEP15): All indicators show values between 0.806 and 0.930
- 3) Environment (LIN01–LIN15): *Factor loadings* range from 0.754 to 0.879
- 4) Communication (KOM01–KOM15): All indicators are very strong, with values ranging from 0.862 to 0.912
- 5) Training (PEL01–PEL15): The *loading factor* values are very high, ranging from 0.854 to 0.951
- 6) Performance (KIN01–KIN15): Indicators show good validity, with values ranging from 0.721 to 0.885

Thus, it can be concluded that all indicators in each variable in this study are statistically valid because they meet the criterion of a *loading factor* value > 0.70 . This confirms that all constructs have been accurately measured by their constituent items, so that they can proceed to the structural analysis or model testing stage.

2. Reliability Test

In general, if the Cronbach Alpha value reaches 0.7 or higher, the instrument is considered to have adequate reliability. Conversely, if the Cronbach Alpha value is below 0.7, the reliability is considered insufficient. Before conducting this reliability test, the first step is to calculate the correlation of each item using the following formula:

$$r = a = \frac{n \sum AB - (\sum A) (\sum B)}{\sqrt{[n \sum A^2 - (\sum A)^2][n \sum B^2 - (\sum B)^2]}}$$

Explanation:

- r = Product moment correlation coefficient
- A = Odd variable
- B = Total value of the even part
- $\sum A$ = Total score in the odd part
- $\sum B$ = Total score on the even part
- $\sum A^2$ = Sum of squares of the odd part scores
- $\sum B^2$ = Sum of the squares of the even part scores
- $\sum AB$ = Product of the odd part scores and the even part scores

The correlation coefficient obtained is then calculated using **the Spearman Brown formula**. The general form of the *Spearman-Brown* formula is as follows:

$$r = \frac{2r_b}{1 + r_b}$$

Explanation:

- a. r = Overall reliability value of the measurement tool
- b. r_b = *Product moment* correlation value between the first part (odd questions) and the second part (even questions), with a minimum acceptable reliability of 0.7

After obtaining the reliability value of the instrument (r_b from the calculation), this value is then compared with the critical value according to the number of respondents and the level of significance used. If the calculated r value is greater than or equal to the table r value, the instrument is considered reliable. However, if the calculated r value is less than the table r

value, the instrument is considered unreliable. The reliability test results in this study showed a Cronbach’s alpha greater than 0.7, therefore the instrument is considered reliable.

3. Normality Test

The normality test is conducted to determine whether the data in the regression model, both dependent and independent variables, have a normal distribution. This distribution is important to ensure the validity of each variable's contribution to the regression model used (Ghozali, 2012:160). Data normality is tested by observing the *standardized residual* (t) value in the SEM output. The normality criteria are that the data is considered normally distributed if $t < \pm 2.58$ and the data is considered not normally distributed if $t > \pm 2.58$. The normality test results in this study that all data are normally distributed.

4. Descriptive Statistical Analysis

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Min	Maximum	Mean	Standard Deviation
KIN01	155	1	5	4.61	.698
KIN02	155	1	5	4.44	.748
KIN03	155	1	5	4.58	.701
KIN04	155	1	5	4.45	.749
KIN05	155	1	5	4.35	.779
KIN06	155	1	5	4.14	.817
KIN07	155	1	5	4.26	.780
KIN08	155	1	5	4.26	.911
KIN09	155	1	5	4.33	.748
KIN10	155	1	5	4.35	.726
KIN11	155	1	5	4.40	.744
KIN12	155	1	5	4.45	.704
KIN13	155	1	5	4.35	.752
KIN14	155	1	5	4.41	.710
KIN15	155	1	5	4.50	.678
KEP01	155	1	5	4.25	.767
KEP02	155	2	5	4.34	.697
KEP03	155	1	5	4.26	.748
KEP04	155	2	5	4.29	.702
KEP05	155	2	5	4.37	.666
KEP06	155	2	5	4.33	.713
KEP07	155	1	5	4.31	.769
KEP08	155	1	5	4.12	.878
KEP09	155	1	5	4.25	.803
KEP10	155	1	5	4.34	.751
KEP11	155	1	5	4.28	.788
KEP12	155	1	5	4.26	.806
KEP13	155	1	5	4.26	.814
KEP14	155	1	5	4.35	.786
KEP15	155	2	5	4.31	.786
LIN01	155	1	5	4.41	.719
LIN02	155	1	5	4.45	.695
LIN03	155	1	5	4.42	.720
LIN04	155	1	5	4.25	.826
LIN05	155	1	5	4.16	.872
LIN06	155	1	5	4.23	.889
LIN07	155	1	5	4.10	.955
LIN08	155	1	5	4.05	1.015

LIN09	155	1	5	4.25	.811
LIN10	155	1	5	4.39	.734
LIN11	155	1	5	4.39	.733
LIN12	155	1	5	4.48	.696
LIN13	155	1	5	4.36	.701
LIN14	155	1	5	4.41	.763
LIN15	155	1	5	4.27	.808
MOT01	155	1	5	4.08	.926
MOT02	155	1	5	4.15	.891
MOT03	155	1	5	4.09	.840
MOT04	155	1	5	4.01	1.035
MOT05	155	1	5	4.14	.886
MOT06	155	1	5	3.96	.986
MOT07	155	1	5	4.44	.685
MOT08	155	1	5	4.46	.647
MOT09	155	1	5	4.38	.741
MOT10	155	1	5	4.08	.852
MOT11	155	1	5	4.15	.844
MOT12	155	1	5	4.26	.828
MOT13	155	1	5	4.18	.886
MOT14	155	1	5	4.27	.824
MOT15	155	1	5	4.36	.755
KOM01	155	1	5	4.35	.717
KOM02	155	1	5	4.32	.711
KOM03	155	1	5	4.30	.715
KOM04	155	1	5	4.29	.729
KOM05	155	1	5	4.23	.778
KOM06	155	1	5	4.26	.798
KOM07	155	1	5	4.25	.840
KOM08	155	1	5	4.23	.786
KOM09	155	1	5	4.26	.788
KOM10	155	1	5	4.25	.784
KOM11	155	1	5	4.32	.729
KOM12	155	1	5	4.19	.836
KOM13	155	1	5	4.32	.709
KOM14	155	1	5	4.37	.695
KOM15	155	1	5	4.34	.760
PEL01	155	1	5	4.41	.745
PEL02	155	1	5	4.37	.765
PEL03	155	1	5	4.41	.736
PEL04	155	1	5	4.40	.744
PEL05	155	1	5	4.37	.774
PEL06	155	1	5	4.37	.756
PEL07	155	1	5	4.29	.822
PEL08	155	1	5	4.26	.828
PEL09	155	1	5	4.27	.824
PEL10	155	1	5	4.29	.789
PEL11	155	1	5	4.28	.777
PEL12	155	1	5	4.29	.764
PEL13	155	1	5	4.30	.733
PEL14	155	1	5	4.24	.798
PEL15	155	1	5	4.35	.778
Valid N (listwise)	1				

Based on the results of descriptive statistical analysis of all variables in this study, it is known that all indicators have a value range between 1 (strongly disagree) and 5 (strongly agree), with a total of 155 respondents. This analysis reflects the extent to which employees of

PT XYZ at ABC Airport perceive various organizational aspects under study, namely performance, leadership, work environment, work motivation, organizational communication, and training.

In terms of performance variables (KIN), all indicators show relatively high average values (mean) above 4.00, with the highest value in indicator KIN01 (mean = 4.61, SD = 0.698). This indicates that, in general, employees feel they have very good performance, especially in the aspects represented by KIN01. The low standard deviation also indicates that employees' perceptions of performance are relatively consistent.

For the leadership variable (KEP), all indicators also reflect positive perceptions, with averages ranging from 4.12 to 4.37. These values indicate that employees tend to evaluate leadership in their work environment positively. However, the slightly lower average value compared to the performance variable indicates room for improvement in leadership aspects, such as consistency in direction or decision-making.

For the work environment (LIN) variable, the average values are slightly more varied, ranging from 4.05 to 4.48. Although generally positive, indicators LIN07 and LIN08 have relatively lower and higher mean and standard deviation values, namely (mean = 4.10; SD = 0.955) and (mean = 4.05; SD = 1.015). This indicates inconsistencies in respondents' perceptions of certain aspects of the work environment, such as work atmosphere or physical facilities.

Meanwhile, the work motivation (MOT) variable shows more pronounced diversity in perceptions. The lowest average value was found in the MOT06 indicator (mean = 3.96; SD = 0.986), which was the only indicator with a mean value below 4.00. This indicates that certain aspects of motivation, possibly related to incentives or recognition, have not been fully optimized for all employees.

For the organizational communication (KOM) variable, all indicators have average values above 4.00, with the highest value on KOM14 (mean = 4.37; SD = 0.695) and the lowest value on KOM12 (mean = 4.19; SD = 0.836). This indicates that organizational communication is functioning fairly well, although there is still room for improvement in the effectiveness of information dissemination.

Finally, on the training variable (PEL), employee perceptions also show a positive trend. The average values of all indicators range from 4.24 to 4.41. PEL01 and PEL03 have the highest mean values (4.41), indicating that the initial training program and understanding of training materials received very good responses from employees. However, slightly higher standard deviations on some indicators (e.g., PEL07 to PEL10) suggest that the effectiveness of training has not been felt uniformly by all participants.

Overall, these descriptive statistical results indicate that employees of PT XYZ at ABC Airport tend to have positive perceptions of all aspects studied, with organizational performance and communication as the two dimensions with the most stable and high ratings, while work motivation and work environment show greater variation in perceptions and require managerial attention for further action.

5. Hypothesis Testing

Hypothesis testing in SEM was conducted by examining the C.R. (Critical Ratio) and P-value. General rules: 1) The hypothesis is accepted (*significant*) if $P < 0.05$; 2) The hypothesis is rejected (*not significant*) if $P \geq 0.05$.

1) The Influence of Leadership Style on Performance

Estimate: -0.051 (negative and very small), *P-value*: 0.680. *Conclusion*: Not significant → *Hypothesis rejected*. Leadership does not have a direct significant effect on performance.

2) The Influence of Environment on Performance

Estimate: 0.158, P-value: 0.199, Conclusion: Not significant → Hypothesis rejected.
The work environment has not been statistically proven to directly affect on performance.

3) The Influence of Motivation on Performance

Estimate: 0.010, P-value: 0.942, Conclusion: Not significant → Hypothesis rejected.
Motivation does not have a significant effect on performance.

4) The Influence of Communication on Performance

Estimate: 0.359, P-value: 0.032, Conclusion: Significant → Hypothesis accepted.
Communication has a positive and significant effect on performance.

5) The Effect of Training on Performance

Estimate: 0.118, P-value: 0.288, Conclusion: Not significant → Hypothesis rejected.
Training does not have a direct effect on performance.

DISCUSSION

This study analyzed the influence of leadership, work motivation, work environment, training, and organizational communication on the performance of PT XYZ employees at ABC Airport. The analysis was conducted using the Structural Equation Modeling (SEM) approach. Of the five independent variables tested, only organizational communication was proven to have a direct and significant influence on employee performance.

1. The Influence of Leadership on Employee Performance.

The test results indicate that leadership does not have a significant effect on performance (Estimate = -0.051; P = 0.680). This suggests that the leadership style currently applied at PT XYZ has not yet had a direct impact on improving employee performance. Leadership may still be bureaucratic or unable to build transformative relationships that effectively motivate employees.

2. The Influence of Work Environment on Employee Performance

The work environment has a positive but insignificant effect on performance (Estimate = 0.158; P = 0.199). Although the work atmosphere at ABC Airport is relatively complex and busy, the physical and psychological working conditions provided are not yet sufficient to be a direct driving factor for improving employee performance.

3. The Influence of Work Motivation on Employee Performance

The motivation variable also does not show a significant influence on performance (Estimate = 0.010; P = 0.942). This indicates that the incentives and motivational factors provided by management are not sufficient to encourage performance improvement. Another possibility is that employees' internal motivation has not been fully optimized through a personalized approach to tasks or recognition of individual contributions.

4. The Influence of Organizational Communication on Employee Performance

Organizational communication is the only variable that has a significant influence on performance (Estimate = 0.359; P = 0.032). This indicates that the effectiveness of communication between work units, between superiors and subordinates, and between employees plays an important role in improving performance at PT XYZ. Smooth and open communication enables the rapid dissemination of information, timely decision-making, and efficient work coordination—all of which are crucial in an aviation operational environment.

5. The Impact of Training on Employee Performance

The training provided also did not show a significant influence on performance (Estimate = 0.118; P = 0.288). This indicates that although training has been conducted, the transfer of knowledge and skills from training to work practice has not been optimal. There may be a gap between training material and actual field needs, especially in dynamic, high-pressure airport work.

CONCLUSION

Based on the results and discussion above, the conclusion of this study is:

1. Leadership style does not significantly influence employee performance;
2. Work environment does not significantly influence employee performance;
3. Work motivation does not significantly influence employee performance;
4. Organizational communication has a significant effect on employee performance;
5. Training does not significantly influence employee performance.

Based on the results of the hypothesis test, it is known that of the five variables tested, only organizational communication has a direct and significant effect on employee performance, while leadership, work motivation, work environment, and training do not show a significant effect. These findings have several important implications for the management of PT XYZ, particularly in the operational environment of ABC Airport: 1) Prioritize strengthening organizational communication; 2) Re-evaluate leadership styles; 3) Reform training strategies; 4) Reorient motivation programs; and 5) Optimize the physical and psychological work environment.

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