



OVERCOMING CHALLENGES IN THE AIRPORT AUTHORITY OF ANDI JEMMA MASAMBA AIRPORT

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Abstract

Airport management always poses challenges in its administration. In addition to requiring high-security standards, airport management must provide well-standardized services. This research was conducted to understand how a well-planned airport management development aligns with existing standards. In this study, the author tested the hypothesis regarding the importance of commanding/charismatic leadership in ensuring the implementation of an airport management system that meets service standards. The research was conducted at Andi Jemma Masamba Airport in Sulawesi, and the results showed a strong correlation between commanding/charismatic leadership and the improvement of quality at Andi Jemma Masamba Airport.

INTRODUCTION

The airport authority is a challenging organization. The work pressure at the airport is undoubtedly immense. The tolerance for mistakes is limited. Nonetheless, hundreds of thousands of people travel through the airport daily. Due to this situation, the airport authority must fulfill several qualifications to thrive under these challenges(da Rocha et al., 2022).

Issues in airports can vary from customers to operational sections. Not only do we need to face the internal problems. Often, we face issues from the external side. The case comes from the reality that airports occupy a vast area with complex victims. Some local people live around airport areas. There is a natural ecosystem that exists near the airport area. Those realities bring new concerns to airport management. Therefore, we need strong leadership to



overcome issues and get airports leading in business, safety, and social dimensions(Graham, 2023).

The purpose of this paper is to identify those challenges and make a recommendation to answer critical challenges in managing the airport. Based on the theory from (citation), there are various issues in airport management. In terms of understanding what kind of leadership is needed for leading airports, this research will focus on the leadership in Andi Jemma Masamba Airport. Andi Jemma Masamba is one of the most important airports in South Sulawesi. Andi Jemma Masamba is an airport built on 28-hectare land with a runway measuring 1,400 meters x 30 meters capable of accommodating C-212-type aircraft. It also has an apron measuring 100 x 60 meters and a 75 x 14 meters taxiway. The terminal building covers an area of approximately 120 square meters. The airport is expanding to a total area of 58.21 hectares, extending the runway to 1,400 meters. It is expected to be able to serve ATR-72-type aircraft(Andi Jemma Masamba Airport | Andi Jemma Masamba Airport Organizing Unit Ministry of Transportation of the Republic of Indonesia, n.d.).

Managing Andi Jemma Masamba would be a challenging task. Therefore, researchers believe that Andi Jemma Masamba is an ideal model to test the theory of commanding leadership as a perfect model to manage an airport. Commanding leadership is often related to charismatic leadership. This kind of leadership relies heavily on authority. However, at the same time, it opens a room for discussion and democratic culture to let people have their voice. Even though people can express their opinions, the decision will only come from one source. This needs to be done since mistakes will affect crucially in airports. Several errors can even result in tragedy. Therefore, some elements of Laissez-faire leadership, such as the voting system, are prohibited in airport management. A leader will take full responsibility to ensure things go smoothly.

Based on this assumption, the research was conducted through interviewing samples from Andi Jemma Masamba Airport's staff. First, the researchers try to notice if the commanding/charismatic leadership exists in Andi Jemma Masamba. Second, we learned how charismatic/commanding leadership elements are applied to Andi Jemma Masamba's management. At the end of the process, we will measure the results and relationship between commanding/charismatic leadership and the KPI of Andi Jemma Masamba Airport.

RESEARCH METHOD

The research method employed in this study utilizes Multiple Linear Regression to understand how Commanding/Charismatic Leadership elements are measured and established at Andi Jemma Masamba Airport. Subsequently, the measurements regarding whether the Key Performance Indicators (KPIs) at Andi Jemma Masamba align with expectations are being assessed.

Explanation:

1. Multiple Linear Regression:

- Definition: Multiple Linear Regression is a statistical technique used to analyze the relationship between multiple independent variables and a dependent variable.
 - Application in the Study: In this research, Multiple Linear Regression is employed to understand how different Commanding/Charismatic Leadership elements influence or contribute to specific outcomes or measures at Andi Jemma Masamba Airport.
2. Commanding/Charismatic Leadership:
 - Definition: leadership style emphasizes leaders' personal qualities and persuasive abilities. It involves inspiring and motivating followers through solid charisma and a commanding presence.
 - Application in the Study: The study is focused on assessing and measuring the elements that constitute Commanding/Charismatic Leadership at Andi Jemma Masamba Airport. These elements include traits like confidence, influence, and inspirational communication.
 3. Andi Jemma Masamba Airport:
 - Description: This is the specific airport under investigation in the study. It is named after a royal family member, Andi Jemma, who was then awarded by the government as a national hero in 2002. He is a prominent figure in the region, or associated with the development of the airport.
 4. Key Performance Indicators (KPIs):
 - Definition: KPIs are quantifiable metrics used to evaluate the performance of an organization or a specific activity (Soemohadiwidjojo, 2018).
 - Application in the Study: The research aims to assess whether the KPIs at Andi Jemma Masamba Airport align with the expectations set for its performance. This involves measuring and comparing the actual performance against predefined targets or benchmarks.
 5. Alignment with Expectations:
 - Explanation: This refers to the degree to which the actual performance (as indicated by KPIs) matches the predefined goals or standards set for Andi Jemma Masamba Airport. If the KPIs meet or exceed expectations, it suggests effective leadership and management practices.

In summary, the study employs Multiple Linear Regression to understand how Commanding/Charismatic Leadership elements are established at Andi Jemma Masamba Airport. The subsequent step involves evaluating whether the Key Performance Indicators at the airport align with the anticipated performance levels. This assessment is crucial for determining the effectiveness of airport leadership practices and management strategies.

RESULTS AND DISCUSSION

In this section, Researchers point out the urgency for us to learn the concept of commanding/charismatic leadership.

Commanding/Charismatic Leadership Theory (Vasilescu, 2019):

Commanding leadership and charismatic theory are a combination of two theories. The theory is known as autocratic leadership in other terms. It is a leadership style characterized by a leader who exercises substantial control and coordination over their team or group. In this



style, the leader makes decisions without significant input from subordinates and expects immediate compliance with directives.

Critical characteristics of Commanding Leadership include:

- a. Centralized Decision Making(Al Amiri et al., 2020): The leader holds the authority and takes charge of decision-making processes. However, in several terms, delegations in the commanding leadership can still occur. However, the one who makes the decisions has limited power. Not only limited capacity, but their authority is simultaneously limited. They just decided to help the leader. However, the final call is still taken by the central leader. Their power comes from the order of the leader.
- b. Clear Hierarchy(Wellman et al., 2020): There is a prominent chain of command and transparent way people should act, their job descriptions, and their limitations. The commanding/charismatic leadership system will always reduce complexity to ensure effectiveness. Roles and responsibilities are interchangeable and clearly defined. Subordinates are expected to do their machine-like parts.
- c. Limited Input(Kantabutra, 2020): Team members have limited autonomy and are not typically encouraged to provide input or contribute to decision-making. In charismatic and commanding leadership, the channel to communicate input is delivered; therefore, they can still give input. In this case, personal missions are ignored. The vision will come only from the prominent leader.
- d. Efficient Procedures in Solving Problems(Khan et al., 2022): The commanding leadership will have a complete playbook or procedure for overcoming situations. These instructions exist to ensure quick decision-making can be applied in different cases. This makes the organizational leadership run effectively in the context of airport management.

Next, charismatic/commanding leadership is reflected simultaneously in the communication pattern(Moura et al., 2019). Charismatic/commanding leadership is a style where a leader uses personal charm, confidence, and inspirational qualities to influence and motivate followers. Charismatic leaders are often seen as possessing a strong sense of purpose and vision, and they can inspire and captivate their audience(Nugraha, 2021).

Critical characteristics of commanding/charismatic leadership include(Brandt & Laiho, 2022; Saputra, 2021):

1. Inspirational Communication: Charismatic leaders are skilled communicators who can articulate a compelling vision and inspire a sense of purpose among followers(Salas-Vallina et al., 2020).
2. Confidence and Charisma: They exude confidence, have a magnetic personality, and can capture the attention and admiration of their followers.
3. Visionary Thinking: They have a clear and ambitious vision for the future and can communicate it to inspire others. Their influence affects the leadership from the middle to the low level.
4. Empowerment: Charismatic leaders often empower their followers, making them feel valued and capable of achieving the vision.

5. Transformational Potential: Charismatic leadership often overlaps with transformational leadership, where leaders inspire positive change and help followers reach their full potential. Top of Form

Those factors that have been discussed indicate that the commanding/charismatic leadership principle runs the organization.

Key Performance Indicators of Airport Management

Airport management requires several points to be fulfilled. The key performance indicators are security issues, regulations and compliance, business-security relationships, passenger policies, and environmental issues/community situations (Hassan et al., 2021).

The first issue is the security issue. The safety and security of passengers, staff, and infrastructure is a top priority at the airport. Numerous blind spots can be exploited by various irresponsible parties, such as organized criminals or even terrorists. Therefore, the security system at the airport needs to be improved. A professional airport will know who the stakeholders are to guarantee security, including handling potential threats, both internal and external (Rajapaksha & Jayasuriya, 2020a).

Second, airports must adhere to strict rules set by aviation authorities and government agencies. Security in an airport management context is not always about violent crimes. Flight is a risky process, and there are a lot of possibilities for things to go south. Professional airport management will include improved safety, environmental, and operational standards to ensure that the passengers will come and leave safely (Rajapaksha & Jayasuriya, 2020b; Ukwandu et al., 2022).

Thirdly, we face issues between business and security. In reality, an airport will not face difficulties during the low season. However, an airport will face capacity and congestion issues in peak season or busy hours. Often, airports face capacity constraints, especially during peak hours. Balancing demand with available facilities and resources is a significant challenge (Rotondo, 2019).

Fourth, we are required to prioritize passengers first. The passengers are an essential part of airport management. However, we need to realize that the possibility of customers having bad experiences is high. Even a restroom that is not clean or managed properly would affect customers. Airport management is required to provide a positive experience for passengers, which involves effectively managing services, facilities, and staff. This includes check-in, baggage handling, immigration, customs, and amenities (Caetano et al., 2022).

Fifth, Due to high and intense activities involving a lot of engines and people, Airports have a notable environmental footprint (Greer et al., 2020). In this context, we only talk about pollution issues; Even noises can be significant issues that we need to treat carefully. Due to this case, an airport needs to apply green management. Green management is to ensure the airport will not bring extreme harm to the environment. It is required to help the airport have a harmonious relationship with the society around them. Balancing growth with sustainability and minimizing noise and emissions is crucial.

Regarding the issues mentioned before, the airport must keep up with rapidly developing technology, from security systems to passenger services, towards environmental problems. Those processes are challenging and require substantial investment (Kovynyov & Mikut, 2019; Negri et al., 2019). It will require significant investment, and the airport management will thoroughly plan and check all critical lists. Almost all parts of airports are critical; however, we can divide and prioritize which ones need more attention. For example, runways and terminals need to be paid attention carefully. Most of the issues occur in those

places, especially since those posts are the center of human beings. The problems include air traffic control. Coordination and efficient coordination with air traffic control are vital for safe and smooth operations. Delays, weather disruptions, and airspace congestion can complicate this issue; therefore, clear standard procedures and other prevention systems are needed.

The research was conducted by examining two independent variables, commanding leadership (X1) and commanding communication (X2), with the service quality (KPI) Y, provided by employees at Andi Jemma Masamba Airport. The study involved 20 respondents, all holding at least a supervisory-level position. Here is the presentation of the data.

Table 1 R Square Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946a	.896	.883	.68572

a. Predictors: (Constant), X1, X2

Overall, this summary suggests that the model, which includes the X1 and X2, is quite effective at explaining the variance in the dependent variable. The high R-square value indicates a strong relationship between the independent and dependent variables. The adjusted R-square accounts for the number of predictors and gives a slightly more conservative estimate of the model's effectiveness. The standard error of the estimate measures how accurately the model predicts the dependent variable.

Table. 1 Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		20
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.64862278
	Most Extreme Differences	
	Absolute	.180
	Positive	.153
	Negative	-.180
Test Statistics		.180
Asymp. Sig. (2-tailed)		.090 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The One-Sample Kolmogorov-Smirnov Test was conducted on a sample of 20 data points to assess whether the data follows a normal distribution. The sample exhibited a mean close to zero (0.000000) and a standard deviation of approximately 0.64862278. The most considerable absolute difference between the empirical and theoretical normal distributions was 0.180, with the most considerable positive difference at 0.153 and the most significant negative at -0.180. The test statistic used to determine if the sample significantly deviated from the theoretical distribution was 0.180. The associated two-tailed p-value was approximately 0.090. This suggests that while there is some indication that the sample may not perfectly follow a normal distribution, the deviation is not firmly significant, as the p-value exceeds the conventional threshold of 0.05. Therefore, we can conclude that the data follows a normal distribution.

Table.3 Heteroskedasticity Test

F	df1	df2	Sig.
3,562	1	18	.075

a. Dependent variable: Y

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + X1 + X2 + X1 * X2

In summary, the F test for heteroskedasticity examines whether the variance of the errors in the model is consistent across different levels of the independent variables. In this case, the test suggests no extremely significant evidence of heteroskedasticity, as the p-value is slightly above the conventional threshold of 0.05.

Table. 4 Regression Linear Models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.958	1,030		-2,870	.011
	X2	.438	.182	.363	2.414	.027
	X1	.990	.241	.617	4.103	.001

a. Dependent Variable: Y

In this case, the regression model can be represented by the formula $Y = -2.958 + 0.438(X2) + 0.990(X1)$. This means that the constant (intercept) is -2.958, and each unit increase in X2 will increase Y by 0.438, while each unit increase in X1 will increase Y by 0.990.

$$Y = -2.958 + 0.438(X2) + 0.990(X1)$$

Discussion

Strong leadership is crucial in driving performance at Andi Jemma Masamba Airport. It serves as a cornerstone for the airport's operations, enabling it to function more efficiently and achieve impressive key performance indicators (KPIs). This includes maintaining a high



standard of service quality. A robust leadership ensures that the airport is managed effectively, resulting in smoother operations, improved outcomes, and superior service(Kane et al., 2019).

Employees who appreciate authoritative and charismatic leadership tend to favor significantly higher performance. This can be attributed to the fact that they recognize that the working model at the airport demands a high level of discipline and precise coordination. When they are granted excessive freedom, the existing performance may not meet the established standards. Airport management priority is not a creativity or attractive point. Vice versa, airport management demands a high level of security standards. Not only high-level security standards but simultaneously, airport management needs to be run smoothly so the passengers will enjoy a similar level of comfort that they experienced in other airports. Competitive advantages are required, but the priority to ensure the same level of experience is put on greater importance.

Effective communication from a leader is crucial because the leader is the primary standard-bearer and is responsible for handling many critical tasks simultaneously. In airport management, a leader must have a solid understanding of customer service and, simultaneously be capable of building strong relationships with stakeholders at the airport. Hence, the ability for effective communication is essential. This proficiency in communication is reflected in the harmony within the internal environment and in interactions with external parties of the airport.

Furthermore, a leader's communication skills are vital for setting clear expectations(Lewis, 2019; Yue et al., 2019), facilitating collaboration among team members, and ensuring everyone is aligned with the airport's goals and standards. Effective communication helps resolve conflicts, disseminate important information, and maintain a positive and productive work environment. It also fosters transparency and trust, which are crucial for the smooth functioning of any organization, especially in the dynamic and complex setting of an airport. A leader's strong communication is integral to airport operations' success and efficiency.

In this research, it has been demonstrated that the practical communication skills of a leader, as indicated by various metrics, contribute significantly to the airport's performance in operational quality. This means that when a leader excels in communication, it positively impacts the airport's ability to effectively meet its operational needs and standards.

Effective communication from a leader encompasses conveying information clearly, listening actively, providing feedback, and fostering open dialogue among team members. When a leader possesses these skills, it leads to smoother coordination, improved decision-making, and a better understanding of roles and responsibilities within the airport.

Furthermore, strong communication from a leader sets a tone of professionalism and accountability throughout the organization. It ensures that expectations are well-defined and everyone is aligned with the airport's objectives. This, in turn, translates to enhanced operational performance, allowing the airport to meet its operational requirements effectively and maintain a high standard of service quality. In summary, the research shows that the proficiency of a leader in communications directly contributes to the airport's ability to perform optimally in its operational endeavours.

CONCLUSION

This research demonstrates the efficiency and effectiveness of commanding/charismatic leadership that emphasizes the leader's ability to manage airport operations with a centralized approach. Through this solution, security standards and high-quality services at the airport are effectively achieved. However, in addition to a centralized leadership model, another crucial factor is the capability to effectively communicate and convey orders and directives. Ultimately, this can aid in successfully attaining the expected standards with proficiency and efficiency. Without solid communication skills, there is a chance that security standards will be affected by a hostile work environment and other risks, such as psychological issues among the staff. It can relentlessly affect the quality of quality constantly in airport services.

Finally, the finding underscores that a leadership style that centralizes authority and emphasizes charisma is critical in optimizing airport management. Implementing this approach allows the airport to achieve heightened security standards and deliver exceptional services. Nevertheless, effective communication and adeptness in relaying instructions are equally imperative with this leadership model. Ultimately, these combined factors greatly facilitate the realization of the anticipated high standards with precision and efficiency.

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