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## SERVANT LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN THE AVIATION INDUSTRY: A SYSTEMATIC LITERATURE REVIEW

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### Abstract

*Servant leadership prioritizes serving others, believing it enhances organizational performance. This review aimed to explore how servant leadership relates to organizational performance in air traffic control centers. This research aimed to conduct a systematic literature review to examine research on the impact of servant leadership on organizational performance, specifically within air traffic control centers. The review included peer-reviewed journals, conference papers, and related reports. The result indicated a positive relationship between servant leadership and organizational performance in air traffic control centers. Servant leaders in this context improved employee satisfaction, enhanced operational efficiency, and fostered a collaborative and innovative culture. Recognizing the importance of servant leadership in air traffic control centers can yield practical benefits by enhancing overall performance and safety outcomes. By embracing servant leadership principles, organizations can cultivate a supportive work environment that promotes employee well-being and operational excellence. In conclusion, this systematic literature review highlighted the critical role of servant leadership in improving organizational performance in air traffic control centers. Future research should delve deeper into the specific mechanisms by which servant leadership influences various aspects of organizational effectiveness.*

**Keywords:** *Servant leadership, organizational, performance.*



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## Introduction

Servant leadership is a leadership philosophy that positions the leader primarily as a servant to their followers, emphasizing the importance of addressing their needs and

fostering their development (Sendjaya, 2019). This approach is designed to build trust, promote collaboration, and empower team members to achieve their full potential (Shuwen et al., 2021). Unlike traditional leadership models that prioritize authority and personal growth, servant leaders prioritize the well-being and advancement of their team members, selflessly serving others (Eva et al. 2019).

Research consistently shows that servant leadership has a positive impact on various organizational outcomes. It enhances employee engagement, ensuring that employees are more committed and involved in their work. It also boosts job satisfaction, making employees feel more valued and fulfilled in their roles. Moreover, servant leadership is linked to improved overall organizational performance, as it fosters a supportive and high-performing work environment.

This type of leadership fosters an environment in which both managers and staff members genuinely care about one another. It also encourages compassion, which improves interpersonal relationships inside the organization, and ethical decision-making, which ensures that organizational actions are in accordance with moral and ethical standards (Dierendonck, 2021).

In essence, servant leadership transforms the dynamics within organizations, creating a more humane and effective workplace. By focusing on the needs of others, servant leaders drive not only personal satisfaction and professional growth but also enhance the collective success of the organization. This philosophy underscores the profound impact of empathetic and selfless leadership on fostering a thriving, ethical, and productive organizational culture. The concept of servant leadership, initially proposed by Robert K. Greenleaf in the 1970s, has evolved significantly over the decades. Greenleaf

argued that the most effective leaders are those who serve others, facilitating their growth and well-being. This philosophy contrasts with traditional leadership models that often emphasize hierarchical power and authority. Servant leadership is rooted in the leader's genuine concern for their followers' welfare, which, in turn, fosters a trusting and collaborative environment.

Over the years, the principles of servant leadership have been widely studied and applied across various sectors. Scholars like have provided substantial empirical evidence supporting the positive outcomes associated with servant leadership. Increased job satisfaction, staff engagement, and organizational performance are some of these results. Serve as a role model by putting their followers' needs first. This fosters an environment where employees feel empowered and supported, which motivates them to give their best work.

Additionally, ethical decision-making and corporate social responsibility (CSR) are encouraged under servant leadership. Servant leaders steer their firms toward lucrative strategies that align with social and ethical norms, while also promoting virtues like empathy, humility, and stewardship. In today's corporate world, when stakeholders increasingly expect openness and responsibility from firms, this ethical focus is especially pertinent (Meuser, 2014).

In the aviation industry, where precision, safety, and collaboration are crucial, servant leadership has significant implications. The role of air traffic controllers and other aviation personnel is inherently stressful and demanding, requiring constant vigilance and effective communication. Servant leadership in this context emphasizes the dedication of leaders to serve and support their teams, fostering a culture of safety and efficiency. By prioritizing the welfare and development of air traffic controllers, servant leaders can enhance job satisfaction, reduce stress, and improve overall performance.

Research by Pfeffer (2018) highlights the importance of leadership in high-stakes environments like air traffic control. Effective leadership can mitigate the adverse effects of stress and fatigue, common in such settings, by

promoting a supportive and collaborative culture. Servant leaders, with their focus on trust, communication, and empowerment, are well-suited to meet these challenges and enhance organizational resilience and performance. Servant leadership has emerged as a prominent leadership style in organizational studies, emphasizing the importance of serving others and fostering their growth and development (Eva et al. 2019). This leadership style puts followers' needs and well-being first, with the goal of fostering an environment in the workplace that encourages high output and contented workers (Langhof & Guldenberg, 2020).

Servant leadership in aviation emphasizes the dedication of leaders to serve and support them, fostering a culture of safety and efficiency (Jeffrey, 2018). In this dynamic industry, where precision and collaboration are paramount, servant leaders prioritize the welfare and development of air traffic controllers and aviation personnel (Sendjaya, 2019) By nurturing trust, communication, and empowerment (Meuser, 2014) servant leadership improves organizational resilience and performance (Eva et al. 2019) contributing to safer skies and smoother operations in the aviation sector.

In the context of air traffic control centers, where safety and efficiency are paramount, understanding the implications of leadership styles on organizational performance is critical (Eva et al. 2019) Leadership behavior plays an important role in shaping organizational culture and influencing the effectiveness of operational procedures in these high-risk environments (van Dierendonck & Patterson, 2015).

Despite the growing body of research on leadership in various organizational settings, there is a dearth of research specifically examining the relationship between servant leadership and organizational performance in air traffic control centers (Qiang & Hong., 2022) The gap in the literature requires a comprehensive review and synthesis of existing research conducted in this particular domain (Canavesi & Minelli, 2022) (Eva et al. 2019)

Therefore, this study aimed to address this gap by conducting a systematic literature

review (SLR) of studies published between 2018 and 2024 exploring the intersection of servant leadership and organizational performance in air traffic control centers (Wong et al., 2018) By systematically reviewing the literature, we sought to explain the mechanisms by which servant leadership practices influence various aspects of organizational effectiveness in this critical industry (Saleem et al. 2020).

In addition, this SLR seeks to identify key factors that moderate or mediate the relationship between steward leadership and organizational performance, providing valuable insights for leadership development and organizational strategy in air traffic control centers (Eva et al. 2019). Through these efforts, the research aims to contribute to theoretical understanding and practical applications, ultimately improving performance and safety outcomes in air traffic control centers (Langhof & Guldenberg, 2020).

## Methods

This study used a systematic literature review, a research method that collects, assesses, and synthesizes all relevant research evidence on a particular topic systematically. SLRs follow transparent and repeatable procedures, starting with clear research questions, followed by a comprehensive literature search using academic databases. The collected data were evaluated based on previously established inclusion and exclusion criteria and then analyzed to produce evidence-based conclusions. The aim of the SLR was to provide a thorough and objective overview of the existing literature.

Data search strategy, this type of research is SLR, research methodology or certain research and development carried out to collect and evaluate a research related to a particular focus topic. The activities carried out are determining data search strategies, study selection through quality assessment in accordance with eligibility criteria and quality assessment instruments, synthesis data and extraction data.

Keywords and boolean operators used in literature search are: "*servant leadership*" OR "*servant leader*" OR "*servant leadership practices*") AND ("*air traffic control*" OR "*air traffic controller*" OR "*ATC*" OR "*aviation*

control") AND (management OR supervisor\* OR leader\* OR "leadership style" OR "leadership paradigm") AND ("organizational performance" OR "organizational efficiency" OR "organizational effectiveness" OR "operational performance" OR "operational efficiency" OR "operational effectiveness") AND ("safety culture" OR "safety performance" OR "safety outcomes" OR "job satisfaction" OR "employee satisfaction". Sources of information, database sources used in searching literature are, Google Scholar, Ecilite, DOAJ, Semantic Scholar.

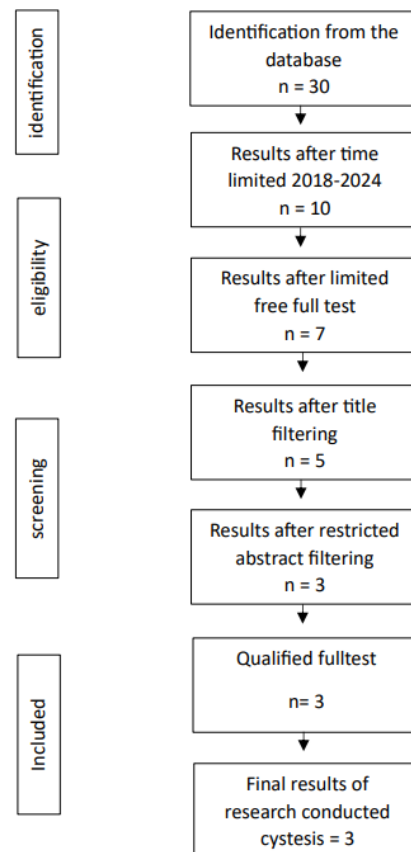
The eligibility criteria in this study were included and excluded criteria. The inclusion criteria in this study are 1) Literature in the form of scientific journals and/or proceedings, 2) Scientific journal sources and/or Google Scholar proceedings, Ecilite, DOAJ, Semantic Schola, 3) Scientific journals and/or proceedings have open access, 4) Articles must be accessible in full text, 5) Scientific journals and/or proceedings using English or Indonesian, 6) Year of publication of scientific journals and/or proceedings between 2018-2024, 7) Discussion in scientific journals and proceedings include servant leadership and organizational performance in air traffic control, 8) The research design is descriptive or qualitative. While the exclusion criteria in this study are a form of denotation of inclusion criteria. In addition, in order to limit the scope of research, researchers use the PICO (Population/Problem, Intervention, Comparison, Outcomes) method, as shown in the following table:

**Table 1.** Summary PICO

No.	Komponen	Keterangan
1.	Population	Air traffic controllers in various settings, including but not limited to airports, control towers, and regional traffic control centers
2.	Intervention	Servant leadership principles

		applied by management
3.	Comparison	Comparison with other leadership paradigms or lack of servant leadership
4.	Outcome	Organizational performance metrics (e.g., efficiency, effectiveness)
5.	Study design	Systematic Literature Review

*Quality Assessment*, a literature selection using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method as used in (Farisyi et al., 2022; Page et al., 2021; Prilatama & Sopiah, 2022). Based on the PRISMA method that has been carried out, results related to journals that meet the inclusion and exclusion criteria are obtained. So that from all journal articles used, there are only three journal articles.



**Figure 1.** PRISMA

The assessment of article quality in this study was conducted using the Standards for Reporting Qualitative Research (SRQR). Based on the quality assessment that has been carried out, there are only three journals that meet. *Data Synthesis*, The synthesis data process in this study is carried out by comparing literature that has met the quality assessment and inclusion and exclusion criteria. Synthesis data refers to the purpose of the study, which is to know servant leadership and organizational performance in the field of Air Traffic Control. *Data Extraction*, the output of data extraction is in the form of a Table consisting of the name of the researcher, year of publication, research title, research object, research design, place of research, and benefits of the research conducted.

**Results and Discussions**

The results of the systematic literature review conducted, researchers analyzed from 15 (fifteen) literature used in this study to determine the influence of servant leadership on the aviation world, obtained data from the results of the analysis where only 3 (three) literature discusses the impact of servant leadership principles applied by management on the performance of aviation organizations, compared to other leadership paradigms or lack servant leadership. The following is a table of the results of the review that has been carried:

**Table 2.** Main Findings

Judul	Penulis	Main Findings Servant Leadership di Aviasi
Servant Leadership And Job Performance: Evidence From Airline Companies In Jordan	Yahia S. Bani Melhem, Raed I. Ababneh, Hadeel Bassam Alsukkar	The main findings of the study include the impact of servant leadership on job performance, the positive perception of employees' empowerment on job performance,

		the lack of impact of conceptualization on job performance, the need for managers to focus on innovative thinking, the importance of creating value for the community, and the belief that employee performance is enhanced by servant leadership.
Untitled notebook Servant-Leadership as an Institutionalized Model in Air Force Education	T. R. Berry	Servant leadership methodology has numerous benefits, inconclusive evidence on its effects in military education, and limited research on its correlation with teaching effectiveness or student development within the military.
Servant Leadership Style and High-Performance Work System Practices: Pathway to a Sustainable Jordanian Airline Industry	Rawan Alafesha t, Cem Tanova	-Servant leadership is effective in Jordan, leading to increased employee satisfaction and retention. - Employees are more likely to stay and be satisfied when leaders

prioritize the success of the group.		listening to employees.
- Positive impact of servant leadership and HPWS on employee satisfaction and retention in the airline industry in Jordan.	Untitled notebook Servant-Leadership as an Institutionalized Model in Air Force Education	T. R. Berry Servant leadership in Air Force education

Based on Table 2, the three journal citations are that servant leadership has a significant positive impact on employee performance, satisfaction, and retention. Studies showed that servant leadership improves perceptions of employee empowerment and their performance, although its impact on military education is still not conclusive. In Jordan, particularly in the aviation industry, waiter leadership and high-performance work systems (HPWS) contribute to employee satisfaction and retention. Managers need to focus on innovative thinking and creating value for the community to maximize employee performance through servant leadership.

**Table 3. Intervention**

Judul	Penulis	Intervention Servant Leadership di Aviasi
Servant Leadership And Job Performance: Evidence From Airline Companies In Jordan	Yahia S. Bani Melhem, Raed I. Ababneh, Hadeel Bassam Alsukkar	Servant leadership practices implemented by leaders in Jordanian airline companies, including putting employees first, telling the truth, treating others fairly, and actively

Servant Leadership Style and High-Performance Work System Practices: Pathway to a Sustainable Jordanian Airline Industry	Rawan Alafeshat , Cem Tanova	Implementation of High-Performance Work Systems (HPWS) practices in the private airline company in Jordan, including selection methods, training and development methods, performance appraisal, and compensation and rewards.
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According to Table 3, steward leadership in Jordanian airlines involves practices such as putting employees first, being honest, fair, and listening actively. In addition, private airlines in Jordan implement a high-performance work system (HPWS) that includes selection methods, training and development, performance appraisal, and compensation and rewards. These practices aim to improve employee performance and well-being.

**Table 4. Summary Discussion**

Judul	Penulis	Discussion Servant Leadership di Aviasi
Servant Leadership And Job Performance: Evidence	Yahia S. Bani Melhem, Raed I. Ababneh	The paper discusses the impact of servant leadership on

From Airline Companies In Jordan	, Hadeel Bassam Alsukkar	job performance, emphasizing the positive influence of servant leadership behaviors like empowerment on employees' performance and providing recommendations for managers to enhance communication, design initiatives for innovative thinking, and increase awareness of creating value for the community to improve employee performance.	impact of servant leadership in Professional Military Education.
Untitled notebook Servant-Leadership as an Institutionalized Model in Air Force Education	T. R. Berry	The abstract discusses the potential benefits of implementing servant leadership in military education, highlighting the inconclusive evidence on its effectiveness within the military context and the importance of trust in leadership. Further research and pilot studies are suggested to explore the	The summary of the discussion section emphasizes the importance of servant leadership and HPWS in improving employee satisfaction, retention, and organizational sustainability through the mechanism of employee engagement. The study highlights the role of servant leadership in empowering followers and the significance of HPWS in enhancing employee skills and commitment for sustainable competitive advantage. The findings suggest that employee engagement acts as a mediator in the relationships between servant leadership, HPWS practices, and employee
		Servant Leadership Style and High-Performance Work System Practices: Pathway to a Sustainable Jordanian Airline Industry	Rawan Alafesha t, Cem Tanova

satisfaction and retention. Overall, the discussion section underscores the critical role of leadership styles and HR practices in fostering organizational performance and sustainability.

Based on Table 4 summary of discussion, the conclusions of the three journal excerpts emphasize the importance of servant leadership in improving employee and organizational performance. Servant leadership, which involves empowerment and effective communication, positively impacts employee performance as well as creates value for the community. Further research is recommended to explore its impact. In addition, the combination of serving leadership and High-Performance Work Systems (HPWS) practices can improve employee engagement, mediating the relationship between leadership, HPWS practices, and employee satisfaction and retention, driving organizational sustainability.

## Conclusion

The conclusion of this studied based on the systematic literature review is that servant leadership significantly improves employee performance, satisfaction, and retention by empowering them and creating value for the community. Studied show a particularly positive impact in Jordan, including in the aviation industry, where waiter leadership and high-performance work systems (HPWS) improve employee satisfaction and retention. However, evidence on the effects of servant leadership in military education is still inconclusive. Managers are advised to focus on innovative thinking and group success in order to maximize employee performance through servant leadership. In conclusion, this systematic literature review highlights the

critical role of servant leadership in improving organizational performance in air traffic control centers. The review provides valuable insights into the mechanisms and factors that influence this relationship, offering a foundation for future research and practical applications. By adopting servant leadership practices, air traffic control centers can enhance their performance and safety outcomes, ultimately contributing to safer and more efficient skies.

Future research should delve deeper into the specific mechanisms by which servant leadership influences various aspects of organizational effectiveness. This includes exploring the long-term impacts of servant leadership on organizational culture and performance, as well as identifying best practices for implementing servant leadership in air traffic control settings. Through these efforts, the research aims to contribute to the theoretical understanding and practical applications of servant leadership, ultimately improving performance and safety outcomes in air traffic control centers.

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