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RESEARCH ARTICLE

INFLUENCE OF LEADERSHIP, CAREER DEVELOPMENT AND COMPENSATION TOWARD EMPLOYEE ENGAGEMENT OF PT. GARUDA MAINTENANCE FACILITY AEROASIA TBK

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ABSTRACT

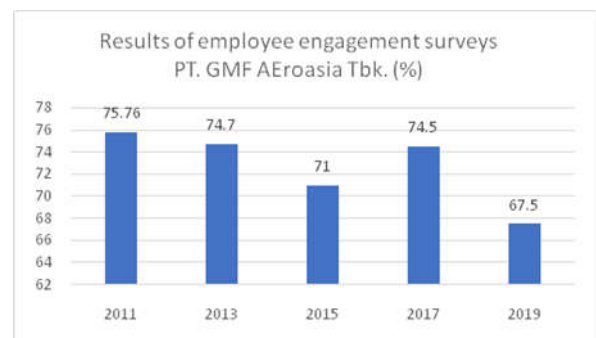
The purpose of this study is to determine and analyze the influence of leadership, career development and compensation to the employee engagement of PT. Garuda Maintenance Facility Aeroasia Tbk which has an Aircraft Maintenance Engineer License. Source of data comes from primary and secondary data. Primary data is taken from the distribution of questionnaires, while secondary data from journals, company annual reports and books. Data distributed to 327 employees. The sampling technique uses simple random sampling. Data analysis used causal studies with multiple linear regression analysis, validity and reliability tests. The results of multiple regression analysis, partially and simultaneously on employee engagement variables. Of all the variables studied, compensation was the variable that had the most dominant influence on employee engagement. The researcher suggests that there is a review and adjustment between the compensation given and the risk and workload of employees who have an Aircraft Maintenance Engineer License. With the compatibility between compensation and risk and workload, employees will feel fairness which results in peace of work and increased employee engagement. The results of multiple linear regression analysis, the results of the t test and f test show that leadership, career development and compensation have positive and significant effects both partially and simultaneously on the engagement of employees who have an Aircraft Maintenance Engineer License at PT. Garuda Maintenance Facility Aeroasia Tbk.

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INTRODUCTION

The engagement of employee to the company is one of the most important components in order to realize the company's vision, mission, programs and targets. It also can increase productivity, performance and maintain the loyalty of all employees and especially the best employees owned by the company. To find out the level of employee engagement, PT. GMF AeroasiaTbk has conducted an Employee Effectiveness Survey starting from 2011 to 2019. The survey is conducted every two years. The graph above is the result of employee engagement survey at PT. GMF Aeroasia which was carried out from 2011 to 2019. The value of employee engagement in 2011 was 75.76%, in 2013 it was 74.7%, in 2015 it was 71%. From the results of the survey above shows a decrease in the level of employee attachment from 2011 to 2015. In 2017 the value of employee engagement increased from the previous year to 74.5%. However, the survey results in 2019 showed a very drastic reduction in employee engagement and lower than the results previous surveys namely 67.5%.



Source: Employee Effectiveness Survey PT. GMF Aeroasia Tbk 2011 - 2019.

Graph 1.1 Results of employee engagement surveys

LITERATURE REVIEW

Leadership: According to Priyono (2010:119), leadership is a way of how a leader uses its influence to achieve organizational goals through good relations with subordinates. Furthermore, according to Wibowo (2016:6), leadership is basically the ability of leaders to influence, motivate, encourage and facilitate the activities of all human resources to provide the best commitment and contribution to achieve organizational goals.

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Career development: According to Gunawan and Nur (2016:46), career development is an ongoing process of an individual through a series of levels that are formally designed by organizations or companies that have a focus on developing human resources in meeting organizational needs. Furthermore according to Zainal et al (2018:212). Career development is the process of increasing individual work skills achieved in order to achieve the desired career.

Compensation: According to Farida E. (2018: 83), Compensation is a remuneration provided by an organization / company to employees who can be financial and non-financial, in a fixed period.

That a good compensation system will be able to provide satisfaction for employees and enable companies to obtain, hire and retain employees. Furthermore according to Priyono and Marnis (2008:223) Compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company.

Employee engagement: According to Linda and Geoffrey (2012:7) employee engagement is a feeling of commitment, enthusiasm and energy which translates into a high level of persistence even with the most difficult tasks, exceeding expectations and taking initiative. According to Bakker, Schaufeli, Leiter and Taris (2010:2) employee engagement is employees who have high energy levels and are involved with enthusiasm in their work.

Research purposes: Based on the background and formulation of the problems outlined above, the purpose of the research to be carried out is to find out:

- The effect of leadership on the engagement of employees who have an Aircraft Maintenance Engineer License at PT. Garuda Maintenance Facility Aeroasia Tbk
- Effect of career development on the engagement of employees who have an Aircraft Maintenance Engineer License at PT. Garuda Maintenance Facility Aeroasia Tbk
- The effect of compensation on the attachment of employees who have an Aircraft Maintenance Engineer License at PT. Garuda Maintenance Facility Aeroasia Tbk
- Effect of leadership, career development and compensation together on the engagement of employees who have an Aircraft Maintenance Engineer License at PT. Garuda Maintenance Facility AeroasiaTbk

Framework: Leadership, career development and compensation are variables that can affect employee engagement. So that the positive impact on employee performance and will certainly have an impact on the progress of the company. Anitha J. (2014) research journal results, leadership, career development and compensation have a significant effect on employee engagement

Hypothesis: Hypothesis is a temporary answer or provisional estimation of a research problem that has been formulated based on the theories used and related to support the discussion of variables. Based on the formulation of the research problem, the hypotheses put forward include:

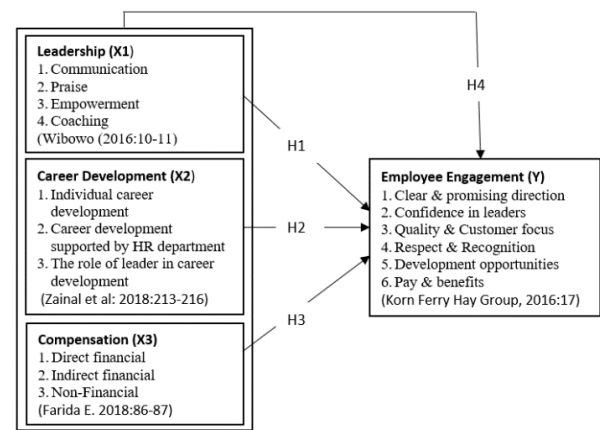


Table 1.1 Framework

H1: Leadership has a positive and significant effect on the engagement of employees who have

an Aircraft Maintenance Engineer License
H2: Career development has a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License

H3: Compensation has a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License

H4: Leadership, career development and compensation together have a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License

RESEARCH METHODS

Types of research: The design of this study uses causal studies. In causal studies, researchers are interested in explaining one or more factors that cause problems. In other words, the intention of the researcher to conduct a causal study is to be able to state that the variable X causes the variable Y. So if the variable X is removed or changed in a certain way, the problem Y is solved.

Population and Sample: The population of this study is aircraft technicians who have an Aircraft Maintenance Engineer License (AMEL) of PT. GMF AeroasiaTbk with 1787 employees. The number of samples to be the object of research is determined based on the calculation of the Slovin formula, with a tolerable error rate of 5%. Based on the formula above, a minimum sample of 327 respondents can be drawn from the population. The selection of respondents will be done by simple random sampling which is a way of taking samples from a homogeneous population that is aircraft technicians who have an Aircraft Maintenance Engineer License.

Method of collecting data: Primary data obtained by researchers through the filling out of the questionnaire by 327 aircraft technician respondents who have an Aircraft Maintenance Engineer License (AMEL) at PT. GMF AeroasiaTbk. Secondary data researchers obtained from the official website of PT. GMF AeroasiaTbk, company Annual Report, company Sustainability Report and national and international scientific journals. The study was conducted at PT. GMF AeroasiaTbk located in Tangerang Soekarno-Hatta

Airport office area. The data collection technique is done by distributing questionnaires to 327 respondents who are aircraft technicians who have an Aircraft Maintenance Engineer License (AMEL). In order to avoid the use of paper and to utilize available technology and time efficiency, the distribution and filling of questionnaires was carried out using Google forms which were sent directly to all respondents using email and whatsapp applications. The measurement scale used in this study is a Likert scale with statements on a five-point scale with the following guidelines: (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree.

Data analysis method Test research instruments: The research instrument is used to measure the value of variables to be studied. Instrument testing includes testing the validity and reliability of the instrument. To test the level of validity is an internal variable, which is to test whether there is a match between parts of the instrument as a whole. To measure it using item analysis, measurement in item analysis is by means of all existing scores then correlated using the product moment correlation formula. Reliability is actually a tool to measure a questionnaire which is an indicator of a variable or construct. A measurement may be reliable but invalid, but a measurement cannot be said to be valid if it is not reliable. Reliability test uses the Cronbach Alpha correlation formula.

Descriptive analysis of variables: In this research the descriptive analysis used is descriptive analysis of percentages to find a description of each research variable. Descriptive percentage analysis is used to describe the percentage of each independent variable, namely the leadership variable, career development variable, compensation variable and the dependent variable, employee engagement.

Classic assumption test: The classic assumption test aims to ensure there are no symptoms of classic assumption deviations such as multicollinearity, autocorrelation, heteroskedacity and normally distributed data.

Hypothesis testing

Multiple linear regression analysis: In this study, multiple linear regression analysis aims to determine the effect of leadership (X1), career development (X2) and Compensation (X3) on employee engagement (Y).

T test (partial): T test is used to test the variables that influence between X1, X2, X3 on Y individually (partial).

F test (simultaneous): The statistical test f basically shows whether all independent or independent variables included in the model have an influence together on the dependent variable

Analysis of the coefficient of determination: The coefficient of determination (R^2) basically measures how far the model's ability to explain variations in independent variables. The coefficient of determination is between zero and one. A small value (R^2) means that the ability of independent variables in explaining the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the independent variable.

Correlation between dimensions: Correlation between dimensions is used as a basis for knowing the dimensional

relationship of the independent variable to the dependent variable

RESEARCH RESULTS AND DISCUSSION

Characteristics of Respondents: Characteristics of respondents in this study based on employment, education, years of service, position and license owned. The characteristics of the research respondents described as follows:

Table 1.2 Characteristics of respondents

Description	Frequency	Percentage	Description	Frequency	Percentage
Work Service			Education		
TB	57	17%	SLTA	123	38%
TF	109	33%	D1	7	2%
TJ	71	22%	D2	70	21%
TL	83	25%	D3	51	16%
TN	7	2%	D4	2	1%
Total	327	100%	S1	74	23%
Year of serice			Total	327	100%
<5	21	6%	Position		
5-10 years	228	70%	AMT	19	6%
10-15 years	35	11%	SAMT	133	41%
15-20 years	9	3%	AME	121	37%
20-25 years	11	3%	SAME	54	17%
25-30 years	16	5%	Total	327	100%
>30 years	7	2%	License		
Total	327	100%	AMEL	327	100%

Test results for validity and reliability: Validity test aims to determine the extent to which the gauges really measure what should be measured. An instrument is said to be valid if the instrument can be used to measure what should be measured. Data is said to be valid if the calculated r value is greater than the r table value.

A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time. The reliability test criteria with the Alpha Cronbach formula are if $r\text{-count} > r\text{-table}$, then the measurement tool is reliable and vice versa, if $r\text{-count} < r\text{-table}$, then the measurement tool is not reliable. The results of validity and reliability tests are in table 1.3 below.

Table 1.3 Test results for validity and reliability

Variabel	Jumlah Pernyataan	Jarak nilai (r hitung)	Cronbach Alpha	r tabel	Keterangan
Kepemimpinan (X1)	8	0.632-0.850	0.908	0.3494	Valid dan Reliabel
Pengembangan Karir (X2)	7	0.755-0.860	0.916	0.3494	Valid dan Reliabel
Kompensasi (X3)	10	0.434-0.842	0.883	0.3494	Valid dan Reliabel
Keterangan Karyawan (Y)	6	0.690-0.841	0.848	0.3494	Valid dan Reliabel

Results of descriptive analysis of variables: Descriptive analysis is presented using the average scale on each indicator (question) studied. Descriptive analysis of leadership variables, career development, compensation and employee engagement can be seen in the table below:

Table 1.4 Results of descriptive variable analysis

Leadership		Mean	Presentase
X1.1	Communication	3.66	73.12
X1.2	Praise	3.32	66.39
X1.3	Empowerment	3.68	73.61
X1.4	Coaching	3.62	72.42
		3.57	71.38
Career Development		Mean	Presentase
X2.1	Individual career development	3.39	67.77
X2.2	Career development supported by HR department	3.37	67.31
X2.3	The role of leaders in career development	3.51	70.21
		3.42	68.43
Compensation		Mean	Presentase
X3.1	Direct Financial	2.65	53.09
X3.2	Indirect Financial	3.81	76.28
X3.3	Non-Financial	3.69	73.88
		3.39	67.75
Employee Engagement		Mean	Presentase
Y1	Clear and promising direction	3.48	69.6
Y2	Confidence in leader	3.44	68.81
Y3	Quality and customer focus	3.94	78.72
Y4	Respect and recognition	3.17	63.43
Y5	Developmen and opportunizies	3.63	72.66
Y6	Pay and benefits	2.46	49.17
		3.35	67.06

Classic assumption test results

Normality test: Table 1.5 above is the result of normality test using the Kolmogrov Smirnov formula, the significance value is $0.200 > 0.05$, it can be concluded that the residual value is normally distributed.

Table 1.5 Test results for normality
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.11080373
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.066
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

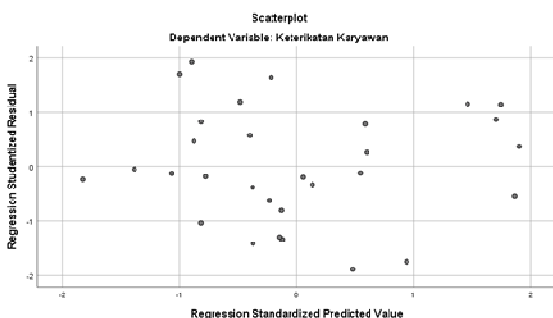
Multicollinearity Test: Table 1.6 above is the multicollinearity test results whose results are the Tolerance value of Leadership variable (X1) of 0.490 greater than > 0.10 , so there is no multicollinearity, the Career Development Tolerance (X2) value of 0.472 is greater than > 0.10 , so there is no multicollinearity, the value of multicollinearity does not occur, the Career Development Tolerance (X2) value is 0.472 greater than > 0.10 . Compensation tolerance variable (X3) of 0.519 is greater than > 0.10 , it means that there is no multicollinearity VIF value of Leadership variable (X1) of 2,040 is smaller than < 10.00 so there is no multicollinearity, VIF value of Career Development variable (X2) 2.117 is smaller than < 10.00 then multicollinearity does not occur, VIF value of Compensation variable (X3) is 1,928 smaller than < 10.00 then it means there is no multicollinearity.

Table 1.6 Multicollinearity test results

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	2.070	2.556		.810	.425		
	Kepemimpinan	-.097	.108	-.124	-.895	.379	.490	2.040
	Pengembangan Karir	.131	.110	.169	1.191	.244	.472	2.117
	Kompensasi	.518	.084	.829	6.140	.000	.519	1.928

a. Dependent Variable: Keterikatan Karyawan

Heteroscedasticity Test Graph 1.2 Heteroscedasticity test results Graph 1.2 is a Scatterplot method, the data points spread above and below or around the number 0, the points do not collect only above or below it, the spread of data points does not form a wavy pattern, widens then narrows and widens again, the spread of points data points are not patterned, with the above characteristics, it can be concluded that Heteroscedasticity does not occur.



Graph 1.2 Heteroscedasticity test results

Hypothesis testing

Multiple linear regression analysis: The following is a summary table showing the multiple linear regression analysis of data processing in this study:

Table 1.7 Multiple Linear Regression Analysis (3 variables)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-0.781	0.665		-1.174	0.241
	Kepemimpinan	0.128	0.029	0.186	4.371	0.000
	Pengembangan Karir	0.114	0.034	0.160	3.360	0.001
	Kompensasi	0.424	0.024	0.635	17.927	0.000

a. Dependent Variable: Keterikatan Karyawan

Table 1.7 above shows that among the three variables (leadership, career development and compensation) that have the greatest influence on employee engagement can be seen in the value of B or the highest regression coefficient generated by the compensation variable of 0.424 means that the greater the compensation provided by the company, the more high level of engagement of employees who have an Aircraft Maintenance Engineer License (AMEL). Next is the leadership variable also has a positive value of 0.128 which means that if leaders have good leadership, employee engagement will increase. Finally, career development variables have a value of 0.114, which means that career development can increase the engagement of employees who hold an Aircraft Maintenance Engineer License (AMEL).

Model testing is done using multiple linear regression analysis. Based on the hypothesis made, the following equation is obtained:

$$Y = -0.781 + 0.128X_1 + 0.114X_2 + 0.424X_3 + 0.05$$

The interpretation of the multiple linear regression equation is as follows:

- Constant = -0.781 means that if the leadership variable (X1), career development (X2) and compensation (X3) are fixed (no change or constant) then the consistency value of employee attachment (Y) is -0.781.
- The leadership variable regression coefficient (X1) of 0.128 means that if each leadership variable is increased by 1 unit, the employee engagement variable will increase by 0.128 units. Positive coefficient means that there is a direct relationship between leadership and employee engagement. When the leadership of the leaders in this company is good, employees will be increasingly bound to the company.
- The regression coefficient of career development variables (X2) of 0.114 means that if each career development variable is increased by 1 unit, the employee engagement variable will increase by 0.114 units. Positive coefficient means that there is a direct relationship between career development and employee engagement. When career development at this company is good the employees will be increasingly bound to the company.
- The compensation variable regression coefficient (X3) of 0.424 means that if each compensation variable is increased by 1 unit, the employee engagement variable will increase by 0.128 units. Positive coefficient means

that there is a direct relationship between compensation and employee engagement. When compensation in the company increases in accordance with the duties, responsibilities and risks of work, employees will be increasingly bound to the company.

T test: If the value of sig <0.05 or t arithmetic> t table then there is the effect of variable X on the Y variable and if the sig value> 0.05 or t arithmetic <t table then there is no effect of the variable X on the Y variable. It is known that t table = 1.967.

Table 1.8 Test results t

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-0.781	0.665		-1.174	0.241
	Kepemimpinan	0.128	0.029	0.186	4.371	0.000
	Pengembangan Karir	0.114	0.034	0.160	3.360	0.001
	Kompensasi	0.424	0.024	0.635	17.927	0.000

a. Dependent Variable: Keterikatan Karyawan

First Hypothesis Testing (H1): H1 Leadership Sig value (X1) is 0,000 smaller than <0.05. The value of t count 4.371 is greater than> t table 1.967. So it can be concluded that H1 is accepted which means there is an influence of Leadership (X1) on Employee Engagement (Y).

Second Hypothesis Testing (H2): H1 The Sig Value of Career Development (X2) is 0.001 smaller than <0.05. T count value of 3,360 is greater than> t table of 1967. So it can be concluded that H2 is accepted which means there is an influence of Career Development (X2) on Employee Engagement (Y).

Third Hypothesis Testing (H3): H1 Compensation Sig value (X3) is 0,000 less than <0.05. The value of t count 17.927 is greater than> t table 1.967. So it can be concluded that H3 is accepted which means there is an influence of Compensation (X3) on Employee Engagement (Y).

F Test: If the value of sig <0.05 or f arithmetic> f table then there is the effect of variable X simultaneously on the Y variable. If the value of sig> 0.05 or f arithmetic <f table then there is no effect of variable X simultaneously on the Y variable. 2.6322.

Table 1.9 F Test results

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5288.509	3	1762.836	369.464	.000 ^b
	Residual	1541.143	323	4.771		
	Total	6829.651	326			

a. Dependent Variable: Keterikatan Karyawan

b. Predictors: (Constant), Kompensasi, Kepemimpinan, Pengembangan Karir

From table 1.9 above it is known that the significance value for the influence of X1, X2 and X3 simultaneously on Y is equal to 0,000 <0.05 and the value of f arithmetic 369,464> f table 2.6322, so it can be concluded that H4 is accepted which means that there are influences of variables X1, X2 and X3 simultaneously simultaneous with respect to the variable Y.

Table 1.10 Coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	0.774	0.772	2.184

a. Predictors: (Constant), Kompensasi, Kepemimpinan, Pengembangan Karir

Coefficient of determination: The coefficient of determination (R²) essentially measures how far the model's ability to explain variations in independent variables. The coefficient of determination is between zero and one. A small value (R²) means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. Table 1.10 shows Adjusted R Square of 0.772, this implies that the variables X1, X2 and X3 simultaneously influence the Y variable by 77.2%.

Table 1.11 Correlations between dimensions

Variables	Employee Engagement (Y)					
	Clear & promising direction (Y1.1)	Confidence in leaders (Y1.2)	Quality & focus (Y1.3)	Respect & recognition (Y1.4)	Development opportunities (Y1.5)	Pay & benefits (Y1.6)
Leadership (X1)						
Communication (X1.1)	0.548	0.501	0.374	0.342	0.321	0.262
Praise (X1.2)	0.509	0.480	0.381	0.384	0.335	0.304
Empowerment (X1.3)	0.590	0.545	0.400	0.386	0.394	0.252
Coaching (X1.4)	0.627	0.623	0.434	0.404	0.367	0.321
Career Development (X2)						
Career development individual (X2.1)	0.518	0.474	0.376	0.442	0.457	0.350
Career Development supported by the HR Department (X2.2)	0.511	0.439	0.405	0.489	0.436	0.353
The Role of Leaders in Career Development (X2.3)	0.638	0.674	0.480	0.465	0.459	0.320
Compensation (X3)						
Direct Financial (X3.1)	0.454	0.395	0.356	0.590	0.408	0.622
Indirect Financial (X3.2) *	0.348	0.270	0.360	0.394	0.285	0.284
Non-Financial (X3.3)	0.509	0.459	0.428	0.495	0.395	0.357

Correlation between dimensions: To be able to assess whether there is a relationship between the dimensions of the leadership variables (X1), career development (X2), compensation (X3) and employee engagement (Y), data processing is done using the SPSS version 22 program.

The correlation matrix in table 1.11 above can be described as follows:

Leadership variable (X1): The strongest relationship dimension is the guidance dimension (X1.4) towards the clear and promising direction dimension (Y1) on the employee engagement variable because it has a coefficient value of 0.627 and has a "strong" relationship.

Career development variables (X2): The strongest dimension of the relationship is the dimension of the role of the leader in career development (X2.3) to the dimension of belief in the leader (Y2) on the employee engagement variable because it has a coefficient value of 0.674 and has a "strong" relationship.

Compensation variable (X3): The strongest dimension of the relationship is the direct financial dimension (X3.1) of salaries and benefits (Y6) on the employee engagement variable because it has a coefficient value of 0.622 and has a "strong" relationship.

DISCUSSION

Leadership: The role of leaders in supporting the career development of all subordinates has a positive and significant effect on employee engagement. The results of this study are in line with previous studies, namely:

- Tubagus Maulana and Ella JauvaniSagala (2019) stated that leadership had a positive and significant effect on employee engagement.
- Antony S. (2019) states that leadership has a positive and significant effect on employee engagement.

- Hammam Ridho Haqqy and Ade Irma Susanty (2018) state that leadership has a positive and significant effect on employee engagement.

Career Development

The role of leaders in supporting the career development of all subordinates has a positive and significant effect on employee engagement.

The results of this study are in line with previous studies, namely:

Sanad Salem Ahmed Saleh Altehbah, Maha Mohammed Yusr and Maruf GbadeboSalimon (2019) stated that there is a significant relationship between career development and employee engagement.

- Ine Nurwulandari and Suwatno (2017) state that career development has a positive effect on employee engagement.
- Charles Bohlen Purba and Bagus Supriyono (2019) stated that the career development is a significant effect on employee engagement.

Compensation

Compensation in accordance with the risks, burdens and responsibilities has a positive and significant impact on employee engagement.

The results of this study are in line with previous studies, namely:

- Mai Ngoc Khuong and Nguyen Hoang To Uyen (2016) stated that Compensations and Benefits, Positively Affect Employee Job Engagement.
- Maha Ahmed Zaki Dajani (2015) states that Compensation affect significantly to employee engagement.
- Shaheen Ahmed, Fais Bin Ahmad and Mohd Hasanur Raihan Joarder (2016) states that Compensation positively influences employees' engagement and performance.

Leadership, career development and compensation: Leadership, career development and compensation simultaneously have a positive and significant effect on employee engagement.

The results of this study are in line with previous studies, namely:

- Aisyah Geovani Suryaningrum and Anita Silvianita (2018) state that leadership, career development and compensation have a positive effect on employee engagement.
- Lamin Sanneh and Saud A. Taj (2015) states that Leadership, career development and compensation are significant contributions to employee engagement.
- Anitha J. (2014) states that Compensation, Leadership and Career development are significantly affected to employee engagement.

Conclusion & Suggestion

Conclusion

Based on the results of research and research discussions that leadership, career development and compensation have a positive and significant impact on the engagement of employees who have an Aircraft Maintenance Engineer

License (AMEL) either partially or simultaneously. So that researchers can conclude that:

- Leadership that motivates and helps overcome obstacles faced by subordinates positively and significantly influences the engagement of employees who have an Aircraft Maintenance Engineer License.
- The career development of all subordinates supported by their leaders has a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License.
- Compensation in accordance with risks, burdens and responsibilities, has a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License.
- Leadership, career development and compensation have a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License.
- Leadership that motivates performance improvement and helps the difficulties of subordinates, career development of subordinates supported by superiors and compensation according to risk and workload, simultaneously has a positive and significant effect on the engagement of employees who have an Aircraft Maintenance Engineer License.

Suggestion

Employees who have an Aircraft Maintenance Engineer License are company assets that must be cared for and maintained, because the company has invested substantially in developing its competence and the role of the licensee which is significant in the operation of aircraft maintenance to ensure airworthiness.

Based on the results of this study the researchers suggest that to increase the engagement of employees who have an Aircraft Maintenance Engineer License (AMEL) as follows:

- Management of PT. GMF AeroasiaTbk can instruct leaders to establish good relations and communication with all subordinates and motivate them to improve performance, productivity and cooperation and help the difficulties faced by their subordinates by carrying out routine briefings with two-way communication and openness both formal and non-formal formal. With the two-way communication and openness, all subordinates will feel comfortable to give their views or complaints, so that the leaders can know with certainty what are the difficulties of their subordinates. And in the end the leaders can find the right solution for the problems faced by their subordinates.
- Management of PT. GMF AeroasiaTbk can instruct leaders to be able to provide clear information related to the career paths of all their subordinates and to support the career development of all their subordinates by providing direction related to what must be achieved to improve their careers and conduct good guidance to their subordinates. To explain the development and career paths of their subordinates, leaders can carry out one-on-one sharing sessions or briefings.
- Management of PT. GMF AeroasiaTbk can review and adjust compensation provided with the risk and workload of employees who have an Aircraft Maintenance Engineer License. With the compatibility

between compensation and risk and workload, employees will feel fairness which results in peace of work and increased employee engagement.

- To the next researcher in order to carry out further research related to other variables that can affect employee engagement.

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