Job Satisfaction and Emotional Labour of Cabin Crew

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Abstract

This research aims to know correlation between job satisfaction with emotional labour of Garuda Indonesia Airline's cabin crew. Sampling collection method used is purposive sampling with the sample numbered 50 cabin crews. The data collected by questionnaire adopted from Emotional Labour Scale (ELS) by Brotheridge and Lee [1] and Job Satisfaction Survey (JSS) adopted from Spector [2] and processed using the correlation analysis product moment of Pearson. The reliability value of job satisfaction scale is 0.954 and reliability value of emotional labour scale is 0.820. Based on the results of the research and analysis of the correlation coefficients obtained -0.548. These results indicate that there is a negative relationship between job satisfaction and emotional labour of Garuda Indonesia Airline's cabin crew. That is, the higher the level of job satisfaction then the lower the level of the cabin crew’s emotional labour. Conversely, the lower the level of job satisfaction then the higher the level of the cabin crew’s emotional labour.

Keywords: Job Satisfaction, Emotional Labour and Cabin Crew.

Introduction

Current condition of the airline industry according to the Ministry of Transportation (2012) in the Asia Pacific region experienced very high and fast growth, including Indonesia. Garuda Indonesia, one of the largest airline company in Indonesia is trying to take advantage of market conditions in Indonesia today. As quoted from the Business Lounge in the title "Strategies Garuda Indonesia to Provide Satisfaction to Customer", the marketing strategy of Garuda Indonesia, namely by applying the concept of “value proposition”, which is a way of Gauda Indonesia [3] providing more services to passengers exceed the price they have paid? The role of cabin crew in an airline service as described in the Flight Attendant Service Guide Book (2012) which states that the cabin crew requires an ability to manage emotions and work with the basic ability to display non-technical skills such as how to deal with passenger complaints and manage stress. Thus the emotion becomes often used when interacting and makes the cabin crew must learn to regulate these emotions. This is very important because the more positive emotion displayed, the higher the customer's desire to come back again. When employees regulate their emotions with the goal of running the display in accordance with the roles that are required by the company then it is called emotional labor. Emotional labor will often happen when the cabin crew interacts with customers. According to Zapf [4] emotional labor is a psychological process that is required to set the desired emotion in organizations.

According to the theory proposed by Hochschild [5] (regarding the aspects that exist on job satisfaction, namely wages, supervision, company policies, awards, recognition and responsibility.

Wages, working environment, and some transactional exchange rate found on several aspects of job satisfaction and can determine how it should be and the cabin crew displays of emotion such as smiling, then from that job satisfaction plays an important role in regulating emotions of each individual process. This is consistent with the definition of emotional labor itself which the
management of feeling to create a display face and body can be observed to the public, emotional labor is sold for a wage and therefore it has an exchange value and transactional.

Job satisfaction is a positive attitude and emotional state is the result of the assessment of one's job or work experience, so that when people are trying to seek job satisfaction, there is emotional involvement in the process. Continuous emotional balance maintained by an individual can be predicted by looking at the factors of job satisfaction.

Two studies support the concept of a strategy of surface acting on emotional labor has a negative relationship with job satisfaction. Subsequent research is research that uses any concept of emotional labor and revealed that workers with a genuine smile have more job satisfaction than faking his emotions. Later studies using the variables in the emotional labor and it have a role for job satisfaction, from a negative to a positive relationship relationship.

From the description above was found between job satisfaction and emotional labor, researchers wanted to know whether there is a correlation between job satisfactions with emotional labor of cabin crew.

**Emotional Labour**

Hochschild [5] revealed that emotional labor is the management of feeling to create a look of the face and body that can be observed to the public, emotional labor is sold for a wage and therefore he has the exchange rate. Emotional labor as an observable behavior that is contrary to the management of feelings.

Emotional labor as the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions. Grandey [6] defines emotion regulation as the processes by which individuals influence which emotions they have, when they have these emotions, and how they experience and express these emotions. The definition proposed by Zapf [4] that emotional labor is the psychological processes required to manage emotions. The emotional labor occurs when employees regulate their emotions display purposes in accordance with the roles required by the organization.

In some of the literature on emotional labor can be concluded that there is a concept that is often expressed that the concept of deep acting and surface acting. Both of these concepts are described in Grandey [6], he proposed a model which concentrates on two aspects: the first is a deep acting which consists of the deployment of attention and cognitive changes. The spread of attention occurs when people think about the events that gave rise to the emotion is needed in certain situations. Cognitive changes, is a situation in which a person perceives that the emotional impact is reduced.

The second concept is surface acting or modulating the response, is when people manipulate how they express or indicate a particular emotional response. In this technique, employees withhold their true feelings, which support the expression that can be received when undergoing work.

The main difference between these two concepts is surface acting to focus on changes in the external situation assessment while deep acting to focus on changing personal thoughts. In Model Grandey [7] Emotional Labour, he proposed that emotional labor is influenced by situational cues such as interactions, and emotional events.

**Job Satisfaction**

Definition that often used in research organizations is derived. Job satisfaction is a positive and pleasant emotions that come from of the work itself or work experiences. Spector [2] defines job satisfaction as an attitudinal variable that reflect how a person's feelings about his work as a whole as well as various aspects of his job.) Job satisfaction consists of a multidimensional psychological response to a job, and these responses include cognitive response (evaluation), affective (or emotional), and behavior. Job satisfaction is a positive
attitude towards labor work arising from an assessment of the work situation.

There are two approaches to the study of job satisfaction, namely Global approach and facet approach [2]. Job satisfaction in the global approach is a feeling that is global or as a collection of interrelated attitudes regarding various facets or aspects of the job [2]. Global approach treats job satisfaction as something singular, shows the overall feeling of the piece of work [2].

Job satisfaction in the approach focuses on the aspect of feeling on the different aspects of the job, such as rewards, others in employment, conditions of employment and the nature of the work itself. Aspects of the approach can provide a more complete picture of looking at individual job satisfaction compared to a global approach.

Theory of job satisfaction tried to express what makes some people more satisfied with a job than some others. This theory is also looking for a foundation on the feelings of people on job satisfaction. There are several theories about job satisfaction, namely:

**Two-Factor Theory**

This theory suggests that satisfaction and dissatisfaction are part of different groups of variables, namely motivators and hygiene factors. Dissatisfaction associated with conditions around the work (such as working conditions, wages, safety, quality control and relationships with others) and not with the work itself. Because the factors preventing a negative reaction or maintenance named as hygiene factors. Instead satisfaction drawn from factors associated with the job itself or the direct result thereof such as the nature of the work, achievements in employment, promotion, opportunities and the opportunity for self-development and recognition. Because these factors are associated with high levels of job satisfaction called motivators.

**Theory of Value**

According to this theory of job satisfaction occurs at the level where the work is received individual as expected. More and more people accept the results, will be more satisfied and vice versa. The key to satisfaction in this theory is the difference between the aspects of the job which is owned by a person wants.

**Cabin Crew**

A cabin crew jobs in aviation service is a key element in the competition which acts as a representative of the airline itself with the purpose of attracting attention and service user satisfaction. Due to the cabin crew have direct contact with passengers in long periods of time, action and emotional behavior of the passengers is a representation of the airline itself.

However, little attention has been given to emotions cabin crew, but the emotion itself directly impacts the quality of service and the nature of the interaction of the passengers. Later in more detail cabin crew is defined as a person who worked as crew on the plane and during the flight procedures responsible for the safety, security and service to passengers (PT Garuda Indonesia, the Basic Operation Manual, 2011).

It can be concluded that the crew cabin is someone who worked as crew on the plane and have a responsibility to the safety and security aspects of the co-workers in the line of duty, then in charge of safety procedures, safety and service to the passengers during the flight that has the attitude and behavior well, initiative, proactive and good performance. Especially for cabin crew, one must reach several requirements which refer to the level of service when interacting with passengers. PT Garuda Indonesia Flight Attendant Service Guide Book describes the terms and the basic skills that must be possessed by the cabin crew service aspects, namely:

- Ability to communicate
- Ability to build relationships between people
- Ability to know the culture and cross-cultural
- Effectiveness of interpersonal relationships
- Foreign language ability
- Ability to behave cooperatively
- Ability to resolve passenger complaints
- Ability mastering aspects of professionalism in the service
- Ability to cope with stress (stress management)

Cabin crew work environment is a demanding environment attitudes and behavior are governed by the provisions of the company's own cost as described above, so that the frequency corresponding to interact with the emotions being felt by an individual not as much emotion that must be displayed in accordance with the wishes of the company.

**Research Methods**

Research Design, The study was conducted using a quantitative approach with a survey method. With the independent variable and the dependent variable job satisfaction is emotional labor.

Sample Research, Researchers chose Garuda Indonesia because of flight routes and frequencies vary with the type of solid most complete service ranging from first class, business class and economy class. Then the researchers determine the tenure of more than 4 years for having had the experience of working both domestically and internationally and able to work in first class, business class and economy class with a position as a senior cabin crew who already has credibility, good ability with good performance appraisal 2 years (PT Garuda Indonesia Flight Attendant Service Guide Book, 2011). Due to time constraints owned by the researchers, the researchers used samples totaling 50 crew members. Sample criteria:

- Garuda Indonesia cabin crew
- Men & Women
- Work period 4-30 years

The sampling technique used was purposive sampling. This technique is an investigator assessment of who can provide the best information to achieve research objectives. Researchers only contacted the subject who has the necessary information, in accordance with the needs of the research and willing to be sampled.

The instrument is used as a tool to gather information to measure the variables that will be studied is the questionnaire.

**Research Hypothesis**

The hypotheses of the research as follows:

"There is a significant negative correlation between job satisfaction with emotional labor of cabin crew."

<table>
<thead>
<tr>
<th>Variable</th>
<th>Measurement</th>
<th>Alpha Cronbach</th>
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<tbody>
<tr>
<td>Emotional Labour Scale</td>
<td>Adopted from Brotheridge [1].</td>
<td>0.820.</td>
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<tr>
<td></td>
<td>(ELS)</td>
<td>(11 item)</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Adopted from (Job Satisfaction Survey (JSS) from Spector [2].</td>
<td>0.945.</td>
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<tr>
<td></td>
<td></td>
<td>(29 item)</td>
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</table>

**Framework**

\[ X \rightarrow Y \]

\( X \) is Job Satisfaction and \( Y \) is Emotional Labour

**Results**

**Descriptive Analysis**

On the categorization of emotional labor normative expectations, there are 11 items with six options (SNA, NA, RNA, RA, A, SA) that has a maximum score of 66 and a minimum score of 11. Whereas normative reality, the highest score is 45 and the lowest score is 22, with the mean-value of 38.5 with a standard deviation 9.167.

Furthermore, the obtained mean true norm worth 33.60 with a standard deviation of 6.42. Normative expectations, as many as 15 people (30%) were categorized low. Being categorized as many as 33 people (66%) and 2 (4%) categorized high. Similarly, the expected frequency, the frequency of the acquisition suggests that the cabin crew are in the middle category, but with greater frequency that is 35 people (70%). Cabin crew who have a low emotional labor as many as 8 people (16%). While the cabin crew who have high emotional labor of 7 people (14%).
Analysis in the description of every aspect of emotional labor gained a description of each aspect of emotional labor in the crew cabin. Based on the results of the descriptive analysis above, the highest mean of 9.66 results obtained from the aspect frequency and the lowest mean of 5.74 is obtained from the aspect variation. The results indicate that when interacting with passengers, cabin crew often display emotions, but instead display a variety of emotions, emotions that often display the tendency shown by the results of the analysis are the same between the surface acting and deep acting with a mean of 6.14.

On the categorization of job satisfaction based on the norm of hope, there are 29 items with six options (SNA, NA, RNA, RA, A, SA) that has a maximum score of 174 and a minimum score of 29. Whereas in fact there are norms highest score of 160 and the lowest score of 52 with mean-value 101.5 with a standard deviation of 24.167. Furthermore, the obtained mean true norm worth 107.64 with a standard deviation of 21.17.

Normative expectations, there are 2 people (4%) were categorized low. Middle category 36 people (72%) and 12 men (24%) categorized high. Similarly, the expected frequency, the frequency of the acquisition suggests most of the cabin crew are in the middle category with lower frequencies, namely 35 (70%). Cabin crew who has low job satisfaction are 6 people (12%). While the cabin crew who have high job satisfaction are 9 people (18%).

Analyses in the description of every aspect of job satisfaction were performed using SPSS. The result is a description of each aspect of job satisfaction of the crew cabin. Based on the results of the descriptive analysis above, there are three highest mean results obtained 19,20 aspect of the nature of the work, and the mean at 17.02 and 13.64 coworkers aspects of the dependence on the aspect of reward. Lowest mean is 7.48 which is derived from the income side aspect. The results show that the aspects of the nature of the job as cabin crew itself that cause job satisfaction. Then followed a co-worker and dependence on reward. Aspects occupy the lowest yield additional incomes that affect job satisfaction cabin crew.

Results based on gender demographic descriptions of emotional labor results obtained are being categorized by the number of 35 people (70%). Female gender categorized by the number of 29 people (69%) and men amounted to 6 people (75%). For job satisfaction are being categorized by the number of 36 people (72%). Female gender categorized by the number of 31 people (73.81%) and men amounted to 5 people (62.5%).

Based on the results obtained age description of emotional labor are being categorized by the number of 35 persons (70%). 21-30 years old categorized amounted 22 people (66.67%), aged 31-40 years old amounted to 8 people (80%) and aged 41-50 years old amounted to 5 people (71.4%). For job satisfaction are being categorized by the number of 36 people (72%). 21-30 years old categorized amounted 22 people (66.67%), aged 31-40 years old amounted to 8 people (80%) and aged 41-50 years old amounted to 6 people (85.71%).

Based on the results obtained education level descriptions of emotional labor are being categorized by the number of 35 persons (70%). A high school education level categorized by the number of 28 people (75%), Diploma Degree consists of 3 people (75%) and Bachelor Degree amounted to 4 people (66.67%). For job satisfaction are being categorized by the number of 35 persons (70%). A high school education level was categorized by the number of 28 people (75%), Diploma Degree consists of 3 people (75%) and Bachelor Degree amounted to 4 people (66.67%).

Results based on work period descriptions of emotional labor are being categorized by the number of 35 persons (70%). Work period 1-10 years who are currently categorized numbering 25 people (69.45%), 11-20 years work period amounted to 3 people (60%) and 21-30 years work amounted to 7 people (77.78%). For job satisfaction are being categorized by the number of 36 people...
(72%). Work period 1-10 years who are currently categorized numbering 24 people (66.67%), 11-20 years work amounted to 4 people (80%) and 21-30 years work amounted to 8 people (88.89%).

Based on the results obtained marital status descriptions of emotional labor categorized by the number of 35 persons (70%). Marital status categorized unmarried were numbered 19 people (67%), married numbered 15 persons (62.5%) and divorced numbered 1 (100%). For job satisfaction categorized by the number of 36 people (72%). Marital status categorized unmarried numbered 18 people (72%), married for 17 persons (70.83%) and divorced numbered 1 person (100%).

The correlation results from the calculation of Pearson Product Moment Correlation obtained a value of -0.548, which means there is a negative relationship. The negative relationship here means the two variables have a perfect linear relationship (a straight line) is negative. Such a perfect correlation has meaning if the value of job satisfaction increases, the emotional labor force will decrease and vice versa. Then also obtained great influence job satisfaction on emotional labor that is equal to 30% and 70% contribution of other variables that do not exist in this study [9-18].

**Conclusion**

Based on the results of the descriptive analysis, it is concluded that the level of emotional labor and job satisfaction of Garuda Indonesia Airline’s cabin crew each entry into the medium category. Then from the results of the descriptive analysis of each aspect of emotional labor and job satisfaction was found occupying the frequency is the highest aspect value in all aspects of emotional labor and variation aspect occupies the lowest value. This suggests that when interacting with passengers, crew members often display the same emotions instead of display variety of emotions.

Tendency of display emotion shown that the cabin crew both displayed emotions surface acting and deep acting almost at the same frequency. Then from the results of the descriptive analysis of each aspect of job satisfaction values obtained are aspects of the nature of work, coworkers aspects and aspects of reward dependence in the highest ranks that support the cabin crew job satisfaction. Aspects of side income have the lowest values that support the cabin crew job satisfaction. These aspects apply when the cabin crew has had a minimum term of four years in accordance with the subjects in this study.

The conclusion and it is also the answer to the research problem is "there is a significant correlation between job satisfaction with emotional labor", the significance of -0.548. Thus the hypothesis of this study received the results there is a significant negative correlation between job satisfaction with emotional labor of cabin crew with the contribution of the effect of job satisfaction on emotional labor that is equal to 30%.

**Discussion**

The results showed that the hypothesis is accepted that there is a significant negative relationship between job satisfaction with emotional labor of cabin crew. From previous research revealed that there is a correlation between job satisfaction and emotional labor relations both negative and positive relationships.

Testing the correlation between job satisfaction and emotional labor on cabin crew shows there is a negative relationship between the two variables. This is consistent with results of previous studies conducted by Kinmann [8] who conducted a study of 127 cabin crew and 122 sales representatives over the phone with the result that both crew members who deal directly with customers or sales agents who deal with customers over the phone to have aspects of satisfaction work is negatively correlated to the suppression of emotions and pretending to work with.

From the results of the research done to Garuda Indonesia cabin crew, shows that there is a significant negative relationship between job satisfaction with emotional labor. The relationship can be said that the higher the job satisfaction the lower the emotional labor of cabin crew, so that researchers can expand research on aspects.
of job satisfaction that can reduce emotional labor on cabin crew.

**Suggestion**

Increase the number of samples that can represent the target population in the study and to avoid disproportionate proportion of the sample as well as the addition of a variable that is expected to further explain the correlation of job satisfaction with emotional labor. Then using more reliable scale in other studies. Series of trials needed to develop a more reliable instrument in accordance to match with Indonesian culture. In a subsequent study is expected to examine more about job satisfaction and emotional labor in order to look for other independent variables. Because emotional labor not only have a correlation with job satisfaction, but also has a correlation with other factors.

**References**


