

The Influence of Flight Attendant Workload on Performance at Citilink Airlines in 2021

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Abstract

Services in the aviation world consist of three services: pre-flight, in-flight and post-flight services. In-flight services are carried out directly by the cabin crew, in this case the flight attendants, who are the parties tasked with providing direct services during the flight. In the world of flight attendants, there is a seniority system in carrying out tasks. The workload that must be done by junior flight attendants is greater than that of senior flight attendants. As a result, most junior flight attendants feel uncomfortable with the work environment caused by the lack of harmony between senior flight attendants and junior flight attendants. This study aims to determine the effect of flight attendant (FA) workload on their performance at Citilink Airlines in 2021. This study is a quantitative study, where data is collected by distributing questionnaires, observations and documentation to flight attendants at Citilink Airlines. The sample was carried out on 50 respondents using non-probability sampling techniques. Then the data was processed using simple linear regression analysis. The results of the study indicate that there is an influence of flight attendant workload on their performance at Citilink Airlines in 2021. Flight attendant workload affects their performance by 43.2%. While the remaining 56.8% of performance is influenced by other variables that are not studied and outside the concept in the researcher's research. The coefficient of determination ranging from 0.400-0.599 shows that flight attendant workload has a fairly strong influence on their performance at Citilink Airlines.

Keywords: flight attendant, workload, performance, Citilink

Introduction

The aviation industry in Indonesia is one that has great potential. This is based on the geographical area of Indonesia which consists of many islands. The need for air travel is increasing from time to time among a number of groups. The main reason why air travel is so popular among many people is its efficiency and safety features, as well as the fact that the journey is relatively faster than land or sea travel.

Flight operators, in this case airlines, must always ensure that various flight activities are safe and run smoothly. In flight activities, there are stages of service starting from pre-flight, in-flight, and post-flight. In these 3 stages, all officers must be ready to provide services in accordance with the principle of excellent service. In the pre-flight and post-flight stages, services must be carried out by airline officers and ground handling at the terminal until passengers are on the plane and vice versa at block on until passengers exit the terminal, while in flight. The stage that is directly responsible for providing these services is the cabin crew, in this case the flight attendant.

As defined in Civil Aviation Safety Regulation 121, cabin crew consists of aircraft crew who carry out the responsibilities assigned by the operator or authorized pilot on board the aircraft, as well as activities related to passenger safety. A flight attendant certificate is basically a document stating that a person is qualified to carry out duties and responsibilities during the operation of an aircraft, both in the air and on the ground. Flight attendants and hosts in aircraft operations are mandated by Civil Aviation Safety Regulation 121 to be able to make up to four landings per day and take a minimum of eight hours off after the previous flight [1]. Based on the description above, this determination aims to determine the effect of flight attendant workload on performance and the extent to which

flight attendant workload affects performance at Citilink Airlines in 2021.

Literature Review

Workload. The tasks given to employees or the work they have to do using their potential and abilities within a certain period of time are referred to as work-related stress. On the other hand, according to Siswanto in Nova Ellyzar [2], work restrictions consist of a number of tasks that need to be completed methodically by an organizational unit or team of workers using techniques such as work incident analysis, work-related incidents, and work-related incident analysis. During a specified period of time, use behavioral analysis or other management techniques to collect data on the productivity and efficacy of the operational unit.

Koesomowidjojo [3] explains that the purpose of workload analysis is:

1. Determining the number of human resource needs – Workload as a factor in determining how many human resources are assigned to a position or work unit.
2. Perfecting (redesigning) job duties – Adjust the responsibilities of the position to be within the conventional (optimal) workload range using workload as a reference.
3. Redesigning the organizational structure – A position can be divided into two or more positions, combined into one position, or a new position can be added.
4. Redesigning the standard operating procedure (SOP) – The standard operating procedure (SOP) has been improved as a result of improving the organizational structure and redesigning the tasks and work activities.
5. Determining the standard time for tasks and activities – Each task and activity has a standard time determined by the routine procedures followed by the company or organization.

Factors affecting workload. Organizations and businesses certainly hope that the workload given to staff members can be managed and consistent with their overall skills and abilities. Koesomowidjojo [3] specifically stated:

1. Internal factors – Internal factors related to workload include things like gender, age, body posture, health, and motivation, satisfaction, desire, or perception (psychological factors) that arise from within a person's body as a result of reactions to the workload.
2. External factors – The workload for employees will also be influenced by external variables in the workplace. Factors that are considered external are those that come from sources other than the employee's body, such as the work environment, physical tasks, work organization

Workload Measurement Indicators. According to Munandar [4] workload measurement indicators consist of:

1. Physical load – Working conditions that affect a person's heart, respiratory system, and sensory organs are referred to as physical workload. The degree of physical fitness in biology and medicine are two measures of physical fitness.
2. Mental load – The workload caused by employees performing mental or psychic activities at work is known as mental load. Concentration, confusion, alertness, and accuracy of service are signs of mental load.

Flight attendant. A flight attendant is a member of the cabin crew or aircraft crew assigned by the operator or aircraft coordinator who is tasked with carrying out and working for the safety of passengers, but does not act as a member of the flight crew. From reporting to the airport until the end of the flight, all flight attendants are responsible to the flight coordinator in a subordinate capacity. To anticipate critical situations that endanger flight safety and security, flight attendants must immediately report via FA-1 in flight or directly to the flight coordinator. FA-1 is a flight attendant appointed by the company and is under the flight coordinator from the time of reporting at the airport until the end of the trip. FA-1 is a flight attendant who is required to provide direction to

all flight attendants on the plane, is fully responsible for passengers and all applicable flight procedures, is responsible for all documentation required during the flight, and is directly responsible for the performance of the flight.

Flight attendants are required to report any serious situation that could endanger the safety and security of the flight to the flight coordinator or immediately using the FA-1 in-flight reporting system. The flight coordinator is responsible for the FA-1, the flight attendant designated by the airline, from takeoff to landing. The flight attendant designated as FA-1 is responsible for all passengers and related flight protocols, supervises the work of all other flight attendants on the aircraft, manages all documentation required during the flight, and is ultimately responsible for the performance of the flight attendant.

In accordance with the protocol, flight attendants perform evacuation duties together with other cabin crew. Because each flight attendant represents the company to customers, they are responsible for maintaining that reputation in carrying out their duties related to safety, security, and cabin service. In accordance with the legal requirements for commercial flight operations, or what is commonly referred to as passenger flights for commercial purposes, the minimum number of flight attendants on board complies with applicable standards during the flight for safety reasons. The standard of service for flight crew is defined as an increase in the minimum number of flight attendants allocated for flight duties with additional time.

Flight attendant responsibilities. Flight attendants on duty have an obligation to fulfill their duties and responsibilities by complying with all company requirements and standards, in addition to being fully responsible for passengers and flights [5]. The flight operations manual is a requirement for all flight attendants. This manual is updated and enforced, and during ground safety training, flight safety instructors must verify that officers are following the manual. The chief flight attendant receives reports from each flight attendant regarding their work reports and established procedures and manuals that have been reviewed by the flight safety instructor. The flight assignment schedule of the manual holder will be removed if it is known that the manual has not been updated and implemented.

Performance. Performance is the output of an organization, whether laboratory-oriented or non-laboratory-oriented, during a certain period of time. Individual work is work that has been completed. The work performance or work performance of the guardians is the result of their efforts in upholding the mandate given to them, regardless of the quantity or quality of the guardian. Individual performance is a component of employee work that produces quantity and quality in accordance with predetermined performance standards, while organizational performance is the combined result of individual and group performance [6]. According to the experts above, employee performance can be interpreted as the work results they achieve within a certain period of time.

Factors that affect performance:

1. Work ethic, education or training, work motivation, mental attitude, and physical condition of employees are examples of employee quality and ability.
2. Supporting facilities include things like workplace health, safety, technology, and production facilities, as well as things like compensation, social security, and job security related to employee welfare.
3. Supra means, the issue of industrial management relations and government policy.

Factors that influence performance are:

1. *Ability factor* – Psychologically, an employee's potential ability (IQ) and reality ability (knowledge and skills) shape their ability. Therefore, it will be easier to achieve performance for employees who have an above average IQ (110–120), adequate education for their position, and daily work skills.
2. *Motivation factor* – A worker's attitude towards their work environment is shaped by their

motivation. A worker's motivation is what drives them to achieve their goals in the workplace.

Performance has the following effects:

1. *Target achievement* – The positive energy possessed by each person will synergize to produce the best work and performance if the leadership and staff act effectively and with positive energy in carrying out their duties and responsibilities in accordance with the target direction.
2. *Employee loyalty*. No loyalty; namely the absence of an attitude of loyalty, the absence of awareness in carrying out responsibilities, and the absence of efforts to maintain the company's good name. When employee loyalty decreases, the quality of their work results also decreases.
3. *Training and development*. The better the employee's performance, the easier it is to train and develop.
4. *Promotion* – Performance can be used as one of the considerations for employee promotion.
5. *Behaving positively* – When workers perform well, they can be motivated to behave well or improve their performance when they do not meet expectations.
6. *Organizational improvement* – Building a solid foundation for policy making to improve organizational performance.

Performance research definition. Conducting performance appraisals is one approach to observing performance improvements in an organization. Performance assessment is an assessment of the management of an organization or company, including managers and workers who have completed their tasks. The process is assessing employee work results in relation to predetermined standards and socializing the results.

The performance appraisal has several benefits, namely:

1. Increasing employee motivation makes the operational management of an organization or company more effective and efficient.
2. Supporting the decision-making process in terms of hiring, firing, and transferring employees.
3. Determining employee development and training needs, and offering standards for selecting and assessing employee training initiatives.
4. Providing feedback to workers on how to assess their own work.
5. Establishing a basis for awards made based on performance objectives.

A performance appraisal approach is needed when conducting a performance review. Here are some techniques suggested by Manulang to be used in radiating employee performance [4]:

1. *Written essays* – This method provides an assessment of work performance by describing what is meant by the work performance of an employee or an organization.
2. *Critical incidents* – This approach captures important behaviors that differentiate between doing a task well and badly.
3. *Graphic rating scales* – By using this method, performance factors are rated by the evaluator using an additional scale.
4. *Behaviorally anchored rating scales* – This approach uses a scale that combines a graphic rating scale with the essential components of a critical incident.
5. *Group order ranking* – With this assessment technique, employees are categorized into, say, quartiles.
6. *Individual ranking* – This technique ranks employees from best to worst as part of the evaluation process.
7. *Paired comparison* – This is an assessment technique that ranks employees based on the highest number of scores they obtain by comparing each employee with other employees.

Performance indicators. Indicators must be used as the basis for research instruments when conducting performance assessments. The following indicators can be used to measure performance:

1. *Accuracy of task implementation* – This is time management at work and makes it difficult for

staff members to complete tasks.

2. *Suitability of working hours* – The ability of employees to comply with company policies regarding working hours and the amount of sick leave.
3. *Attendance rate* – The number of layoffs at a particular company within a certain period of time.
4. *Cooperation between employees* – The capacity of workers to collaborate with others to complete a task and achieve the desired results.
5. *Job satisfaction* – The type of work they do for the company satisfies employees.

Hypothesis

H0: There is no effect of flight attendant workload on performance at Citilink Airlines in 2021.

Ha: There is an effect of flight attendant workload on performance at Citilink Airlines in 2021.

Research Method

The research focused on the effect of workload on the performance of flight attendant (FA) of Citilink airlines using quantitative methods. Quantitative research methods are defined as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis. This study uses a survey approach using a questionnaire instrument. The approach taken in this study is inferential statistics using correlation analysis. Inferential statistics in this study are drawing conclusions and making decisions based on statistical data analysis carried out on workload on the performance of flight attendant of Citilink airlines.

Population and sample. The population used in this study was 102 flight attendant of Citilink airlines who were given a flight schedule in Region VIII of the Airport Authority.

Data collection techniques. Data collection techniques in this study were obtained through field research and documentation. The object of the researcher's research is Citilink airline. The distribution of questionnaires was carried out on 50 flight attendants of Citilink airlines who were the research samples. A questionnaire or survey is a list of written questions that require responses, both attitudes of conformity and non-conformity from the attitude of the testee.

The documentation method is to find data on things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, lenger, agendas and so on. The documentation carried out in this study was in the form of photos related to the workload of flight attendants of Citilink airlines.

Data analysis techniques. Research instrument test – *Validity test* – To determine the validity of each question item in the research questionnaire, a validity test is needed to see the validity of the questions that have been made by the researcher. The validity of each questionnaire question item makes the data obtained by the researcher valid and its scientificity can be trusted. The validity test in this study was carried out by comparing the calculated *R* value with the *R* table value.

To determine the validity of the research question item, the following decision-making provisions are needed:

- a. If the calculated *R* is positive and the calculated $R > R \text{ table}$, then the item is declared valid.
- b. If the calculated *R* is negative and the calculated $R < R \text{ table}$, then the item is declared invalid.

Reliability Test – The reliability test in this study aims to determine the reliability of the items in each questionnaire question. Reliability is a translation of the word reliability, measurements that have high reliability are called reliable measurements. The reliability test in this study refers to the Cronbach's alpha value. If the Cronbach's alpha value is > 0.6 , the research instrument is said to be valid.

Simple Linear Regression Analysis. For the purpose of analyzing data, a simple linear regression approach was carried out in this study by following the equation

$$Y = \alpha + bX + e \quad (1)$$

where Y is subject in the predicted dependent variable, α is a constant, b is the coefficient of variable X , X is the independent variable and e is the standard error.

T Test (Hypothesis Test) – The hypothesis is tested using t-test. The purpose is to see the relationship between research variables using the following relationship

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \quad (2)$$

where t , n and r are values of t_{count} , number of samples, and correlation coefficient value, respectively [7]. To determine the value of the t_{table} , the degrees of freedom are determined using the formula degrees of freedom (or df),

$$df = n - 2 \quad (3)$$

The rules for testing the hypothesis in this study are as follows:

- H_0 is rejected and H_a is accepted, if $t_{\text{count}} > t_{\text{table}}$ is declared significant (accepted) or the sig value $< \alpha$.
- H_0 is accepted and H_a is rejected, if $t_{\text{count}} < t_{\text{table}}$ is declared significant (accepted) or sig value $> \alpha$.

Analysis of Determination Coefficient (R Square) – To determine the value of the determination coefficient, the researcher uses the following equation

$$C_D = r^2 \times 100\% \quad (4)$$

where C_D is determination coefficient and r is correlation coefficient.

Results and Discussion

Characteristics of respondents. Figure 1 shows the composition of respondents by gender. In the figure, it is known that of the 50 flight attendant respondents in the research sample at Citilink Airlines, 11 were male with a percentage of 22%, while 39 were female passengers with a percentage of 78%.

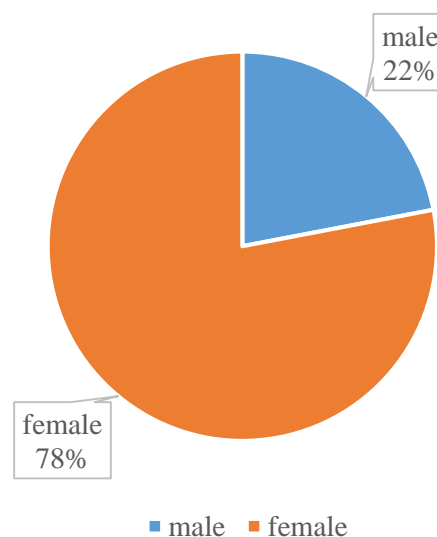


Figure 1. Respondents by gender

Source: Primary data processed by researchers

The composition of respondents by position is shown in Figure 2. In the figure, it can be seen that the respondent data obtained from a total of 50 Citilink Airline flight attendant respondents is known to be 32 employees in the position of junior flight attendant with a percentage of 64%, while 18 people are in the position of senior flight attendant with a percentage of 36%.

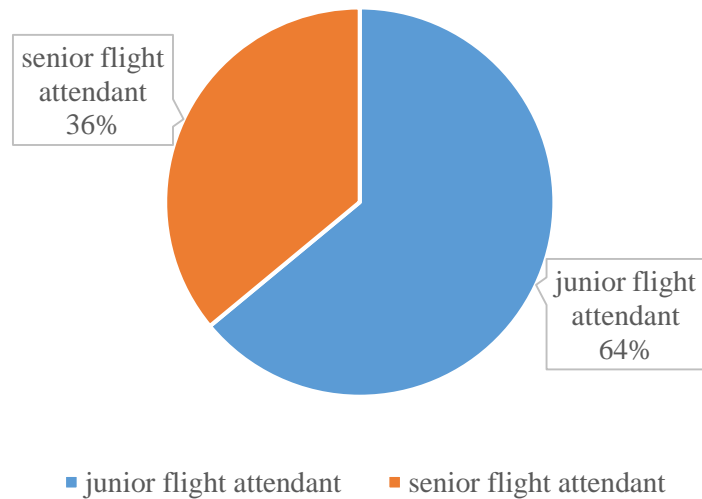


Figure 2. Respondents by position

Source: Primary data processed by researchers

Based on age, the composition of respondents is shown in Figure 3. Based on the figure, it is known that from 50 Citilink Airline flight attendant samples, the respondents aged 19-25 years were 28 people with a percentage of 56%, while those aged 26-30 years were 13 people with a percentage of 26%, and those aged > 30 years were 9 people with a percentage of 18%.

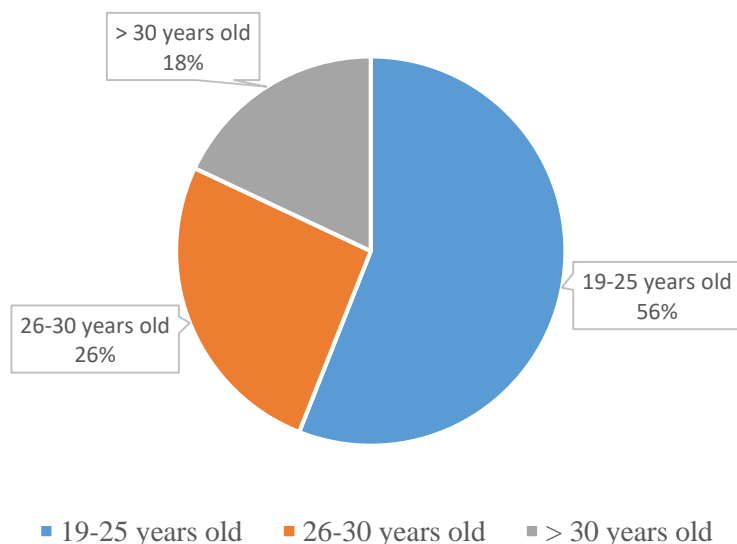


Figure 3. Respondents based on age

Source: Primary data processed by researchers

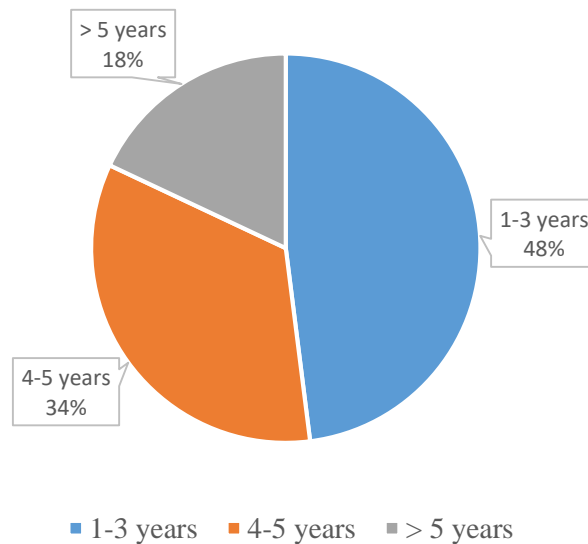


Figure 4. Respondents based on length of service period

Source: Primary data processed by researchers

Respondents based on length of service are displayed in a pie chart as given in Figure 4. Based on the figure, it is known that respondents who have a service period of 1-3 years are 24 people with a percentage of 48%, while those who have a service period of 4-5 years are 17 people with a percentage of 34%, and those who have a service period of > 5 years are 9 people with a percentage of 18%. This shows that there is a fundamental difference in the length of service period of Citilink Airline flight attendants respondents.

Instrument test results. *Research questionnaire validity test* – The validity test was conducted on 30 respondents to determine the validity of each statement item in the research questionnaire. Using equation (3), the degrees of freedom becomes $df = 30 - 2 = 28$. For $df = 28$ with a significance of 0.05 (or 5%) the R Table value is 0.361. The results of the validity test in this study are tabulated in Table 1.

Table 1. Results of validity test of variables X and Y

Statement Items	Flight attendant workload variable (X)		
	R Table	R Count	Criteria
Statement 1	0.361	0.619	Valid
Statement 2	0.361	0.730	Valid
Statement 3	0.361	0.793	Valid
Statement 4	0.361	0.797	Valid
Statement 5	0.361	0.678	Valid
Statement 6	0.361	0.639	Valid
Statement 7	0.361	0.823	Valid
Statement 8	0.361	0.733	Valid
Statement 9	0.361	0.748	Valid
Statement 10	0.361	0.793	Valid
Statement 11	0.361	0.689	Valid
Statement 12	0.361	0.660	Valid
Statement Items	Performance variable (Y)		
	R Table	R Count	Criteria
Statement 1	0.361	0.584	Valid

Statement 2	0.361	0.753	Valid
Statement 3	0.361	0.620	Valid
Statement 4	0.361	0.752	Valid
Statement 5	0.361	0.745	Valid
Statement 6	0.361	0.499	Valid
Statement 7	0.361	0.765	Valid
Statement 8	0.361	0.542	Valid
Statement 9	0.361	0.762	Valid
Statement 10	0.361	0.645	Valid

Based on the results of the validity test on the 22 items of the flight attendant workload variable statement (X) and performance at Citilink Airlines (Y) above, it is known that all items R count $> R$ table. This means that all questionnaire items are said to be valid and suitable for use as research instruments.

Reliability test results. The reliability test in this study refers to the Cronbach's alpha value. If the Cronbach's alpha value is > 0.60 , the research instrument is said to be reliable. The results of the reliability test on 30 respondents are as shown in Table 2.

Table 2. Reliability test results for variables X and Y

Variable	N of Item	Cronbach's Alpha Comparison	Cronbach's Alpha	Description
X	12	0.60	0.916	Reliable
Y	10	0.60	0.859	Reliable

Based on the table, it is known that the Cronbach's alpha value of variable X is 0.916 and the Cronbach's alpha value of variable Y is 0.859. Thus, all statement items are said to be reliable and can be used as research instruments. These results indicate that all questionnaire statements have met the validity of the instrument.

Hypothesis testing. Partial testing is carried out by considering scientific principles and must first determine the t table value with the following equation:

$$T \text{ table} = (Sig, n-2) \quad (5)$$

With 50 samples, we have $T \text{ table} = (0.05, 50 - 2) = (0.05, 48)$. The results of the T table search above show that the T table value at number 48 at a significance of 0.05 is 1.677.

Table 3. Regression coefficients

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Beta		
1 (Constant)	10.335		2.095	.041
Flight attendant workload variables	.606	.657	6.036	.000

a. Dependent Variable: Performance variables

Source: SPSS version 22 author analysis output

The regression coefficients generated in the data analysis using SPSS Version 22 are shown in Table 3. From the table, it is known that the T count value ($= 2.301$) > 1.671 with a significance of 0.05. This value indicates that H_a is accepted and H_0 is rejected. This means that the workload of flight attendant has a partial effect on performance at Citilink airlines.

Also, based on the coefficients of Table 3, the regression model in this study is as follows:

$$Y = 10.335 + 0.606 X + e \quad (6)$$

The regression equation, equation (6), shows the relationship between the dependent variables Y in a simple linear relation. The equation concludes that:

1. The constant value is 10.335, meaning that if there is no change in the workload variable (X value is 0), then the performance is 10.335.
2. The workload regression coefficient value is 0.606, meaning that if the workload variable (X) increases by 1% and the constant a is 0, then the performance increases by 0.606.

The regression coefficient of the work load variable of 0.606 shows that if there is an increase in variable flight attendant workload X of 1 centris patribus, it will affect performance at Citilink airline.

The coefficient of determination (R Square) resulted in this study is shown in Table 4. The table shows that the coefficient of determination value is 0.432. This means that the flight attendant workload affects performance at Citilink Airlines by 43.2%. Another 56.8% of the performance of Citilink Airlines flight attendants is influenced by variables that are not studied and outside the concept in this research. Based on the results of research conducted by Musoli, it is known that 63.6% of flight attendant performance is influenced by work stress. This means that work stress is another variable that contributes to the performance of Citilink flight attendants [5].

Table 4. Determination coefficient (R square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 ^a	.432	.420	2.07864

a. Predictors: (constant), flight attendant workload variable

Source: SPSS Version 22 author analysis output

Conclusion

1. There is an influence of flight attendant workload on performance at Citilink airline in 2021. These results indicate that the performance produced by flight attendant is inseparable from the influence of Citilink Airline's workload, both those who have positions as junior flight attendant or senior flight attendant.
2. Flight attendant workload affects performance at Citilink Airline by 43.2%, while another 56.8% of Citilink Airline's flight attendant performance is influenced by variables that are not studied and outside the concept in this research. The determination coefficient value shows that flight attendant workload has a fairly strong influence on performance at Citilink Airline. This is evidenced by the interpretation of the determination coefficient value which is at the level of 0.400 - 0.599 with a fairly strong relationship.

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