

The Effect of Passion on Intention to Stay with Mediation Job Satisfaction: on the Cabin Crew in the Indonesian Airlines

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Abstract

This study aims to determine whether job satisfaction can mediate the influence between passion and intention to stay. Passion in this study refer to harmonious passion. The population in this study is those who work on various airlines in Indonesia as cabin crew; the number of samples is 60 with sampling techniques using convenience sampling. Data process with SPSS template Hayes. This study's results indicate an influence between passion and job satisfaction in the cabin crew's aircraft. It was found that passion did not directly influence the intention to stay. Job satisfaction affects the intention to stay. Job satisfaction can mediate the influence between passion and intention to stay for an airline aircraft crew in Indonesia.

Keywords: airlines, cabin crew, intention to stay, job satisfaction, passion

1. Introduction

One industry that plays a vital role worldwide in Indonesia is the aviation industry. It is crucial especially to travel long distances between countries and on a smaller scale, namely the city. All activities, when airing, are assisted by cabin crews serving in the cabin to serve passengers in flight. (Kamus Besar Bahasa Indonesia, 2021).

The cabin crew in the flight served to make comfortable in security, safety, and passenger services. As part of the safety task, the cabin crew must ensure that nothing is harmed during the flight. It is to ensure that passengers sit using seat belts tied mainly during turbulence so that passengers will not be thrown from the cabin. Objects relating to services and waste must be stored properly so they do not fly in the cabin during turbulence or when the aircraft takes off and lands. The cabin crew is also obliged to continue being alert to take care of injured passengers or exposed to disease per the standard procedures for the applicable airline. In addition, the aisles of the aircraft must be maintained cleanliness to minimize the danger of stumbling. Another task that the cabin crew must do is a security task by confirming that there is no foreign stuff in the aircraft and no activity that will interfere with the regular flight progress. Finally, service the passenger with meals (food and beverage) during the flight and respond to passenger requests (Damos, Boyett, & Gibbs, 2013).

The author interviewed one of the related airlines about the cabin crews' passion for their work, often called work passion. According to the resource person, the cabin crew chose to work as a cabin crew because of their high passion for working in the affiliate industry. Their desire to travel for free to the various places they want and become part of an airline is also a pride, especially if the airline is big and has a name.

Spehar, Forest, & Stenteng (2016) state that passion is a firm tendency to the preferred activities considered necessary, and the individual will provide time, effort, and energy for those. A cabin crew will not carry out the work of the cabin crew if he is forced because working as a cabin crew is something that has a high risk and solid work with high time flexibility, where a cabin crew is required to be ready at any time at the day he is needed.

Particularly in this article, the cabin crew profession will only be linked to harmony and passion. It is part of the Dualistic Model of Passion (Vallerand et al., 2003), together with obsessive passion. Vallerand et al. (2003) stated that harmonious passion refers to autonomous internalization that directs the individual to choose to be involved in the

activities he or she likes. In the meantime, obsessive passion points to the controlled internalization of activity in someone's identity, which finally creates internal pressure to be involved in the activities the person likes.

If cabin crew carried out the work according to passion, it should refer to positive things and high intention to stay, which is also caused by job satisfaction. It can be assumed that individuals who have a passion for work will lead to job satisfaction (Pathak & Srivastava, 2020).

Based on previous studies conducted on the flight cabin crew from 1999-2013, the turnover rate reaches 11% annually. Data obtained showed that female flight attendants showed a higher annual turnover than male flight attendants, with an average percentage of 15% female and 9.7% male flight attendants (Shehada, 2015). When on duty, the flight attendant faces conflict, including complaints and unpleasant attitudes from passengers to calm passengers during bad weather and pressure from seniors and co-workers. These conditions can lead to the desire to get out of work. The above conditions may also occur in the cabin crew that works on airlines in Indonesia. Passion and job satisfaction are suspected to be determinants of the intention to stay of the cabin crew.

2. Literature Review

2.1 Passion

There are several meanings of passion, according to the experts. Passion is an encouragement of love that grows excitement, a love that is truly something (Septia, 2016). Meanwhile, based on Vallerand et al. (2003), passion is defined as a substantial similarity to the preferred activities claimed to be necessary, and individuals will invest their time and energy in these activities. Other statements related to passion encourage motivation, raising welfare, and giving meaning to individual life (Gilal et al., 2019). Passion puts ease, challenges, and excitement that change goals into increasingly effective performance in work (Pradhan, Panda & Jena, 2017).

Passion is a burning desire and firm belief that makes people disciplined to achieve their vision. A person's dream can be realized when he has the desire and intention to make it happen. There are five components of passion: connection, internal drive, work absorption, excitement, and subjective vitality. (Pradhan, Panda & Jena, 2017). Meanwhile, the dimensions that support work attachment are enthusiasm, dedication, and absorption (Lisbona et al., 2018). Trépanier et al. (2014) found that the passion for work increases work

engagement. Individuals will be passionate about certain activities through motivators and hygiene factors (Robbins & Judge, 2017). Intrinsic factors, include achievement, recognition, responsibility, and growth, can be associated with job satisfaction, so if employees are satisfied with their work, they tend to be related to intrinsic factors. Thus affecting their morale. Houliort et al. (2014) and Burke, Astakhova, & Hang (2015) found that the existence of passion influenced increased job satisfaction.

After the various definitions put forward by the experts above, the writer can conclude that passion is a motivational encouragement followed by seriousness to do their work properly and correctly to cause feelings of pleasure and joy in doing their work. Therefore, if a cabin crew does their work with solid desires, it will cause encouraging feelings when he does his work. Although in his work, a cabin crew is faced with various difficulties, such as High job risks and time required for flexible and solid work hours, passion encourages employees to do their jobs seriously and not easily give up on their work. With the work they like, they will find ways to stay motivated and do their work well.

2.2. Passion type

Vallerand et al. (2003) put forward two types of passion through the dualistic model of passion, namely harmonious and obsessive passion, which derived from the self-determination theory (Ryan & Deci, 2000), which states there is a basic human tendency to go for the higher-organization that occurs after through the process of integration of organisms by requiring that the self will become more complicated from time to time through the interrelation of self -components and internalization of elements from the surrounding atmosphere.

Individuals involved in various activities have the hope that they will meet basic psychological needs in three components of self-determination theory, namely autonomy (a desire for individuals to feel personal initiative), competencies that occur when individuals want to interact effectively with the environment, and the connection when individuals wish to feel connected to others. Vallerand & Verner-Fillion (2013) state that the activities that individuals like will be internalized in the person's identity as far as this activity is precious and meaningful for the person.

Obsessive passion points to the controlled internalization of an activity in a person's identity which finally creates internal pressure to be involved in the activities that the person likes. This kind of passion is required from the control of internalization of activity into a

person's identity and starts with intrapersonal or interpersonal pressure. The sense of excitement obtained from the activities is out of control, so they will perceive encouraged to keep being involved with passion. Although the person likes the activities they do, he or she will be encouraged to be involved in them due to an internal contingency that controls them. Ultimately, the person can not be involved in the activity based on the passion. Passion must occur by itself; in short, an individual is forced to be passionate in a particular field. Ultimately, obsessive passion will take disproportionate space in the person's identity and lead to contradiction with other activities that are in harmony with the person's life. People will be managed by the activities they like, and this is the opposite of harmonious passion. Obsessive passion is related to behaviors that can cause intrapersonal and interpersonal conflicts and rigid persistence by working during holidays, bringing homework, and thinking of work after working hours end (Forest et al., 2011). Obsessive passion can damage the individual because it has the potential to lead to a lack of optimal functions in deciding the limits of activities involving passion due to the lack of flexibility of the individual (Vallerand & Verner-Filion, 2013).

Harmonious passion refers to autonomous internalization that directs individuals to choose to be involved in the activities they like. In contrast to the previous type of passion, this kind of passion is produced from autonomous internalization from activity into the person's identity. It occurs when individuals freely accept activities that are important to them without any contingencies attached to them. This kind of internalization results in the power of motivation to be involved in an activity voluntarily and a sense of will and personal proponent to go for these activities. In other words, individuals would personally control the activities they like and are no longer bound. Then, it would be specified that harmonious passion occupies a significant space but is not too strong in one's identity and in harmony with other facets of the person's life. Harmonious passion should lead to a more significant positive influence compared to obsessive passion during individual involvement in tasks, or it can be said that harmonious passion contributes to experiences that have positive impacts and minimize the negative impacts. It happens due to the autonomous internalization of the activities held by the person, bringing it to the involvement of tasks in a more flexible way than the individual will experience full involvement of tasks. Vallerand & Verner-Fillion (2013) state that someone who has a harmonious passion for the activities he or she does will allow the person to focus on tasks and experience positive results fully. Those with harmonious passion can decide not to work on certain days, and even if needed, people can

decide to end the activity if they feel that it has become a permanent negative factor in their lives. In this study the author only limits passion to harmonious passion.

Passion in the workplace will also not be separated from various factors that occur in the workplace. Three factors undermine employees' passion for doing their work (Zigarmi et al., 2011): organizations, occupations, and moderation (connectedness with leaders and relationships with co-workers). Perttula (2004) explains some passion characteristics: meaningful connection, subjective vitality, internal drive, joy, and work absorption.

2.3. Intention to Stay

Turnover is marked by a worker who thinks to stop, makes actual decisions to stop, and actively finds new jobs. Intention to stay is the willingness of employees to continue working in an organization or company for the time when they have been supported by a strong tendency to live (Har et al., 2018). Intention to stay is a tendency or intention of employees to keep working in their work voluntarily according to their own choices. Johari et al. (2012) argue that employees' intention to remain refers to the desire of employees to maintain their membership with the current employer for the long run because of a strong sense of ownership of the organization or company. Intention to stay an employee is also related to their commitment to the organization or company where they work, where the intention of employees to continue to reflect the commitment of employee behavior that intends to continue working with current organizations and in the future. (Dadgar et al., 2013)

Anter & Lapien (2016) argue that learning about employees' intentions to stop is to identify what potential factors will affect employees' lives. Othman & Lembang (2017) also propose that employee changes can be used to test employees' intentions to remain. Meanwhile, Gamage & Heth (2013) have proven that an employee's intention to stay in where he works reduces a person's tendency to stop or leave where he works. Employee intention to remain or desire to stay can be seen as the opposite of the desire to move.

Intention to stay can be influenced by various factors, including the perception of management support and organizational commitment (Nasyira, Othman & Ghazali, 2014). Sanjeevkumar & Wei (2012) state that the balance of work life, career opportunities, compensation, support from superiors, and organizational commitment influences employees' willingness to remain in an organization. In addition, the existence of training, learning, and career development carried out by an organization for employees who work positively with the intentions and desires of employees to remain.

Robbin & Judge (2017) argue that there is a negative relationship between job satisfaction and turnover intention; when job satisfaction increases, turnover intention will decrease. It is said that someone is satisfied with his work if it is in line with their expectations. An employee who has the desire to move or resign has certain behaviors as an indication of a turnover, such as the absence level increases, often committing the rules of order where he works, tending to work, and more often protesting against superiors and will compare -Compare to other workplaces. Thus, the desire to survive is an attitude shown by employees to be bound and settled within the organization. According to Hewitt (2004) intention to stay illustrates the level of commitment to the organization and the desire to remain employed. From the results of previous studies, intention to stay or propensity to leave, is a critical determining factor in the wishes of the turnover of an employee.

2.4. Job Satisfaction

Job satisfaction is a psychological attribute employees enjoy (Mantiri & Sandroto, 2023). Meanwhile, according to Marzuki, Permadi, & Sunaryo (2012), job satisfaction can result from a chain reaction involving motivation to meet needs. This chain has combined several factors and motivators that will later affect or encourage someone to work. Job satisfaction can also be interpreted as a positive feeling about work and results from evaluating its characteristics (Robbins & Judge, 2017). Individuals with high job satisfaction have a positive sense concerning their job and vice versa (Baliartati, 2016). Some job satisfaction theories (Robbins & Coulter, 2018) include Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory. Job satisfaction is measured in five dimensions in the form of satisfaction with current jobs, salaries, promotions, superiors, and co-workers.

Job satisfaction fosters some positive impacts on employees: Job Performance, Organizational Citizenship Behavior, Customer Satisfaction, and Life Satisfaction. In addition, dissatisfaction with work brings several impacts with two dimensions: constructive vs destructive and active vs passive. Then, the dissatisfaction response that may arise is exit, voice, loyalty, and neglect (Robbins & Judge, 2017).

2.5. Previous Studies

Research by Vallerand et al. (2003) about obsessive and harmonious passion aims to identify what causes an employee to enter the obsessive or harmonious passion category. The study's results stated that the study's results support the difference between the two forms of passion.

Although harmonious passion and obsessive passion are positively related by considering activities as essential things and dedicating time and resources to these activities, both forms of passion are associated with different influences and cognitions. Harmonious passion is associated with positive emotions, concentration, and flow, while obsessive passion is associated with negative emotional experiences and conflicts with other aspects of one's life.

Purba & Ananta's research (2018) aims to test the impact of passion on turnover intention through job satisfaction and work engagement in the millennial generation workforce. This study shows the result that work passion (harmonious and obsessive passion) has a very significant effect on work engagement and job satisfaction. On the other hand, work passion and engagement do not directly and significantly influence turnover intention. Job satisfaction is declared a negative effect on turnover intention. Work engagement is not proven as a mediation variable. However, Job Satisfaction succeeded in functioning as a mediation variable, showing that work passion can determine turnover intention through increased job satisfaction.

Elison & Purba's research (2021) found that passion had a significant effect on intention to stay, task characteristics autonomy did not affect intention to stay, passion affects job satisfaction, task characteristics autonomy affects job satisfaction, and job satisfaction mediates the effect of passion and task characteristic autonomy intention to stay remote workers millennials.

The conceptual hypotheses are:

Hypothesis 1: Passion affects the job satisfaction of the aircraft cabin crew.

Hypothesis 2: Passion affects the intention to stay on the aircraft cabin crew.

Hypothesis 3: Job satisfaction affects the intention to stay on the aircraft cabin crew.

Hypothesis 4: Passion affects intention to stay with the job satisfaction as a mediation variable on the aircraft cabin crew.

3. Research Methods

In this study, the population is Cabin Crew who work on various airlines in Indonesia, including Garuda Indonesia Airlines, Citilink, Lion Air, Batik Air, Sriwijaya Air, Nam Air, and others. Sugiyono (2017) explained that the sample was part of the population's size and characteristics; the number of questionnaire respondents must be greater than 30 and less than 500. The researcher took the number of samples as many as 60 respondents. The sampling technique used is nonprobability sampling, with the convenience method.

Passion in this study is limited to harmonious passion. Six adopted statement items from Vallerand et al. (2003) use a 5-point Likert scale. Some of the items include: This work allows me to live various experiences, this job allows me to undergo an unforgettable experience, and this work is in harmony with other activities in my life. Measurement of the Job Satisfaction variable adopted by Celluci & De Vries (Mas'ud, 2004) and uses a 5-point Likert scale. There are 20 statement items, including the following: My salary is sufficient, given the responsibilities that I bear; if I carry out the work well, I will be promoted. I enjoy working with friends here, and managers (supervisors) where I work support me, and I feel happy with my level of responsibility. Measurement of variable intention to stay using a Likert 5-point scale developed by the author, where in the questionnaire there are six items, some of which are: I never thought of replacing, I will not look for new jobs despite a good opportunity, and I intend to spend my work period in this institution.

4. Result

Data has met the classic assumptions: multicollinearity tests, normality tests, and heteroskedasticity tests: reliability tests, validity tests, descriptive statistics, mean score analysis, and Preacher Hayes analysis. Variable passion reliability test produces Cronbach's Alpha 0.911, variable job satisfaction 0.934, and variable intention to stay 0.963. Then all reliable items (Cronbach's Alpha > 0.70). Validity testing all valid items. Corrected Item-Total Correlation passion variables are 0.640-0.830, job satisfaction in the range 0.780-0.810, and intention to stay at range 0.820-0.924. Everything is valid because of the Correlated Item - Total Correlation > 0.3.

4.1 Characteristics of Respondents

Table 1. Characteristics of Respondents

Description		Frequency	Percentage
Gender	Male	20	33.3
	Female	40	66.7
Age (years)	18 – 20	7	11.7
	21 – 25	49	81.7

	26 – 30	1	1.7
	> 31	3	5
The name of the airline	Lion Air	23	38.3
	Citilink	12	20
	Garuda Indonesia	19	31.7
	Nam Air	5	8.3
	Other	1	1.7
Tenure (years)	1 – 5	53	88.3
	6 – 10	4	6.7
	> 11	3	5
Monthly income (IDR) 1 IDR equals about 0.000070 USD	< 10.000.000	12	20
	10.000.000 – 15.000.000	45	75
	> 15.000.000	3	5

The table above shows that the majority of respondents are as follows: gender is dominated by females (66.7 %), range of ages 21-25 (81.7 %), respondents work on various airlines with the highest number in Lion Air (38, 3 %), the term of office of respondents is in the range of 1 - 5 years (88.3 %), and income per month is Rp 10,000.0000 - 15,000,000 (75 %).

4.2.Mean Score

The passion variable mean score value is 4.56, which lies in the very high passion category; job satisfaction 4.07 is in the high category (satisfaction with pay 4.07: high; satisfaction with promotion 3.90: high; satisfaction with co-workers 3.97: high; satisfaction with supervisor 4.18: high; and satisfaction with work itself 4.18: high); and intention to stay 3.79 is in the high category.

4.3.Hypothesis Testing

In conducting tests using the Preacher-Hayes (2018) simple mediation model, we use Model = 4; Y = intention to stay (IT); X = passion; M = job satisfaction (JS).

Table 2. Model Summary of Test Results

Model	R	R-sq	MAP	F	df1	df2	P
1. Outcome JS	.4490	.2016	.0444	14.6490	1.0000	58.0000	.0003
2. Outcome IT	.4686	.2196	.6079	8.0188	2.0000	57.0000	.0009
3. Outcome IT (total effect model)	.3334	.1111	.6804	7.2518	1.0000	58.0000	.0092

Table 3. Test Results

Model	Description	coeff	se	t	p	LLCI	ULCI
1. Outcome JS	Constant	2.2167	.3015	7.3527	.0000	1.6132	2.8201
	Passion	.2516	.0657	3.8274	.0003	.1200	.3832
2. Outcome IT	Constant	-2.4027	1.5501	-1.5501	.1267	-5.5068	.7013
	Passion	.3489	.2722	1.2819	.2051	-.1961	.8939
	JS	1.3669	.4857	2.8143	.0067	.3943	2.3395
3. Outcome IT (total effect model)	Constant	.6273	1.1798	.5317	.5970	-1.7344	2.9890
	Passion	.6928	.2573	2.2629	.0092	.1778	1.2078

Based on Table 3, the p-value is 0,0003 (≤ 0.05), LLCI = 0.1200, and ULCI = 0.3832. It can be concluded that hypothesis 1 is accepted: work passion impacts the job satisfaction of the airline aircraft cabin crew in Indonesia. P-value work passion of 0.2051 (≥ 0.05), LLC = 0, -1961, and ULCI = 0.893. It can be concluded that hypothesis 2 is rejected: passion does not affect the intention to stay on the airline aircraft cabin crew in Indonesia. The direct impact of the job satisfaction variable on intention to stay shows that the p-value obtained is 0.0067 (≤ 0.05) LLCI = 0.3943 and ULCI = 2,3395. Thus, it can be concluded that hypothesis 3 is accepted: Job satisfaction affects intention to stay on airline aircraft cabin crews in Indonesia.

Table 4. Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.3489	.2722	1.2819	.2051	-.1961	.8939

Table 5. Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
JS	.3440	.1130	.1423	.5862

The table above shows that when job satisfaction becomes a mediation between passion and intention to stay, it will significantly affect. It can be seen from $\text{BootLLCI} = 0.1423$ and $\text{BootULCI} = 0.5862$. Hypothesis 4 is accepted: passion affects intention to stay with job satisfaction as a mediation variable in airline aircraft cabin crew in Indonesia.

5. Discussion

The results of the study found that there was a positive and significant influence between passion and job satisfaction on airline aircraft cabin crews in Indonesia; passion did not directly affect intention to stay, but there was a positive and significant impact between job satisfaction on intention to stay on the aircraft cabin crew in the airline aircraft cabin in the aircraft cabin Indonesia. There is an influence between passion on intention to stay and mediation of job satisfaction on airline aircraft cabin crews in Indonesia.

Supporting information: For each variable's overall mean score, the passion is in a very high category; the job satisfaction and intention to stay are in a high category. It declares that the cabin crews have a very high passion, besides a high job satisfaction and intention to stay. People who choose the cabin crew profession already have a very high passion that impacts their job satisfaction. The higher the passion will increase the job satisfaction of cabin crew. So it is essential when the selection process ensures that the candidates chosen to be accepted are those with a high passion for working as cabin crew because it can affect their job satisfaction. The cabin crew who have joined the company can be trained to foster harmonious passion.

Job satisfaction positively affects the intention to stay due to several facets that make up job satisfaction in the work carried out by the cabin crew, like satisfaction with pay, promotion, co-workers, work itself, and supervisors. It means the intention to stay the cabin crew will be higher if they have high job satisfaction. Meanwhile, referring to the overall

mean score for satisfaction with pay, co-workers, promotion, supervisors, and work itself, it turns out that promotion occupies the lowest mean score position. However, it is still in high categories. It is because the career path for cabin crew in Indonesia is limited, starting from the junior and senior cabin crew as the implementer, Maitre D 'cabin as the coordinator in each class ranging from the economy, business to first class, and flight manager service which is the highest degree for the career path of a flight attendant. People who choose the cabin crew profession based on their passion should prioritize that they are appropriate in carrying this profession. The cabin crews should have been informed that their career paths have few choices. Cabin crew candidates can also search for information before applying as cabin crew so they will achieve satisfaction in promotion in the airlines where they work. Job satisfaction increases their intention to remain in the organization. It is also proven from the authors' processed data that job satisfaction can increase the positive effects of the passion for the intention to stay of the airline aircraft cabin crew in Indonesia.

Despite having a very high passion category, it does not directly affect the intention to stay. So to increase the sense of staying in the company requires another supporting factor, namely job satisfaction. The company must provide things that can foster job satisfaction, such as salary increases and promotional opportunities, increasing relations between cabin crews by holding regular intimacy, and training for cabin crews are also needed to evaluate the performance of the cabin crew itself. In addition, another thing that can be done is to conduct a job satisfaction survey for cabin crew to help airlines know the factors that can cause job satisfaction for the cabin crew so that the airline can also improve the operational system and take preventive measures if the factors are found that cause dissatisfaction work and potential to create other job dissatisfaction factors in the cabin crew.

Suggestions for future research are to increase the number of samples, and it is vital to process data for each airline so it can be known which airlines have the lowest intention to stay, passion, and job satisfaction so interventions can be considered to overcome them. In addition, it can be sought so that passion can affect the intention to stay directly, in addition to being able to mediate job satisfaction.

6. Conclusion

Based on the results of research on airline aircraft crews in Indonesia, the conclusions obtained are as follows: There is a positive influence between passion and job satisfaction, there is no influence between passion and intention to stay, there is a positive influence

between job satisfaction on intention to stay, and work passion affect intention to stay with mediation job satisfaction.

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