

THE INFLUENCE OF WORK ENVIRONMENT, REST QUALITY, AND FINANCIAL COMPENSATION ON FLIGHT ATTENDANT PERFORMANCE AT PT. CITILINK INDONESIA

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Abstract

Flight attendant play a crucial role in the service of the airline industry. The aim of this present study is to determine the influence of work environment, rest quality, and financial compensation on employee performance. The data analysis method used multiple linear regression with direction variables partially and simultaneously, quantitative causal as a trust with descriptive approach which makes the result of this study clearly acceptable. This study uses SPSS version 25. The research sample is 87 flight Attendants at PT Citilink Indonesia as respondents. Sampling using random sampling technique using questionnaires instrument to collect data. The results showed that: 1). Work environment gives no significant effect toward flight attendant performance, 2) Rest quality has a positive and significant effect toward flight attendant performance, 3) Financial compensation has a positive and significant effect toward flight attendant performance, and 4) Work environment, rest quality, and financial compensation simultaneously had effects toward flight attendant performance of PT Citilink Indonesia.

Keywords: Financial Compensation, Flight Attendant, Rest Quality, Performance, Work Environment

1. Introduction

Airplane being one of transportation chosen as commuter for society whether the efficiency of mileage faster and also technology help journey more practical in the process. Therefore, those were reason for passenger demands for air transport consider beneficial factor, such as from better services, level of security and safety conducted guarantees than other kind of transportation for long distance journeys. In Indonesia state 1969 there were 4 airlines, 2 of them are civil aviation under State-Owned Enterprises (BUMN) which are Garuda Indonesia and Merpati Nusantara Airline, and 2 others are private enterprises there are Mandala Air and Bouraq Airlines. Indonesia as archipelago and how wide the country potentially for entrepreneurs in aviation industry change and hence growth rapidly, it is also behind the establish of low-cost carrier industry under Garuda Indonesia in 2001, Citilink (INACA, 2019).

Operational of airlines needs 3M (Man, Medium, Machine) as domain aspects. Man known as human resource being point of research, among them Flight Attendant which is crewmember who perform, in the interest of safety passengers, duties assigned by the company or the Pilot In Command of the aircraft, but shall not act as flight crewmember (CASR 121 Amdt. 12, 2017). However, beside safety aspect a flight attendant shall consider security and service aspects. Also, flight attendant as aircrew personnel need maintain knowledge for their duties and as crucial roles representing an airline as first

front liner direct relation with passenger (Al Battat et al., 2014).

Figure of flight attendant need under supervision of safety which along of the safety and rights of passengers (Arastirma, 2021). Nevertheless, a lot of factors and aspects considered with workload of flight attendant their work attitude and performance. This research aims to find the influences of which ever internal or external factors compressed, between work environment, rest quality, and financial compensation to performance. Performance can be detected by Key Performance Indicators, Citilink have 3 main indicators as management focus to evaluate flight attendant performance such from contribution of: flight hours, incident rate, and delay aspect. Accordingly, in 2023-2024 there some fluctuated on performance of flight attendant at PT Citilink Indonesia.

Work environment is whatever around employee that can be effect their self when performing duties and responsibilities (Nitisemito, 2009). Basically, work environment divided as 2 (two): physical work environment and non-physical working environment (Sedarmayanfi, 2017) which are factors that should be pursue through this study because how this factor have direct impact through maintaining production or process of operation. While aircrew working inside an aircraft which pressurized in flight altitude and also have a lot of other factors in work environment that possibly effects the workload of flight attendant.

Flight Attendant as one of core human resource in aviation industry where operational of airlines could serve for 24/7hours period, mean schedule given to aircrew every month within potentially could change and conduct long duties period, high workload, impact rest quality and sleep pattern due to different signed duties each time whether AM or PM, which potentially as reason for flight attendant being fatigue. Mathis explain safety according protection of well being physically on duties, which mean health issues about well being within physically, mentally, socially, and from other sickness or disability (WHO). In addition, how good quality of rest/sleep could create healthy lifestyles (Putri et. al., 2018) and as conclusion rest quality is result of body condition from how good their rest/sleep which can be indicated through symptoms in daily activity after taking rest/sleep.

Point of employment is getting compensation for employee needs which being main support and goal for they to work, in every industry. Focus in this research is on financial compensation, Bangus (2012) describes financial compensation as salary given in terms of money or hospitality from the company, meanwhiles some compensation given to employee based on performance.

2. Theoretical Background

2.1 The Influence of Work Environment on Performance (H_1)

Work environment, encompasses all the tools and materials used, as well as the surrounding environment where employees work, work methods, and operational arrangements, whether as individuals or groups (Sedarmayanti, 2017). Based on the explanation by experts, work environment proven by Lilis (2019), Edi and Andreas (2019), Denok (2020), and Taufik (2021), whether accordingly result of the research indicate that the work environment partially affects performance.

2.2 The Influence of Rest Quality on Performance (H_2)

Rest Quality according to Nashori and Wulandari (2017) is a condition where sleep or rest performed by an individual results in fitness upon waking, reflecting the quality of that individual's sleep. Therefore, good rest quality is very beneficial for creating a

healthy lifestyle for individuals, D. E. Putri (2018). Based on the opinions of these researchers, rest quality research by Arastima (2021), Dita and Davit (2024) found whether the results show rest quality has an influence on performance.

2.3 The Influence of Financial Compensation on Performance (H₃)

Bangun (2012), describe financial compensation as a form of compensation paid in the form of money or services for employees that have contribute to the company. Based on the ideas and opinions of experts, financial compensation is research by Rufaida et al. (2017), Tasya and Mahir (2021), Iryani et al. (2022), therefore show results that financial compensation partially has an influence towards performance.

2.4 The Influence of Work Environment, Rest Quality, and Financial Compensation Simultaneously on Performance (H₄)

In the theory above proposed by experts based on previous theoretical foundations, and how several researchers have proven the existence of significant influences, either directly or indirectly, the independent variables, namely work environment, rest quality, and financial compensation, partially have a positive effect on performance.

Nevertheless, with the thinking as discussed above, assume that simultaneously work environment, rest quality, and financial compensation have an impact on performance.

3. Methods

3.1 Research Design

The research conducted associative causal with quantitative method by collecting data through survey in order to obtain objective conclusion. The subject for this research is flight attendants at PT. Citilink Indonesia with total population 682 and with The Slovin formulas total sample is 87 flight attendants, which mean samples became data for this study. Primary data obtained through some interview, observation and questioners' distribution to samples around period of time between October 2024-February 2025.

Secondary data are obtained from library and journals, therefore contain variables definitions, history of aviation, previous studies, company profile, number of employees, performance achievement rate of flight attendant, and characteristics of subject is consisted of 2 items: gender and long period of work. Research design to found the influence of independent variables which are work environment, rest quality, and financial compensation on variable dependent which is performance of Flight Attendants at Citilink.

3.2 Data Analysis Techniques

Multiple linear regression is data analysis technique carried out for this research and describes with statistics, used classic assumption test therefore 3 test included which are: multicollinearity test aim to found any correlation between all independent variables; heteroscedasticity test aim to found any imbalance in variance of the residual results; and normality test aim to found residual results are well-modeled by normal distribution.

While coefficient of determination (R^2) of course determine how independent variables influence dependent variable, coefficient determine by formula: $R^2 = r_{xy}^2$ which values around 0 and 1. Meanwhile hypothesis test is carried out when there any close connection between independent variables and dependent variable also whether R is closed to -1 or 1, and if R close to 0 which mean connection between variables are frail.

Hypothesis test therefore t test or partial test aim for variables influences obtained with

minimum confidence level, compared t count with t table which namely 0.05 (α). The results escalate whether is any significant effect or not within the research. Also, in addition F test which is simultaneous test aim to find out if all independent variables at the same time have significant effects or not through dependent variable, when equation from basis comparison between F count and F table within 0.05 (α).

4. Results and Discussion

4.1 Respondent Characteristics

Descriptive analytical from respondents which are 87 subjects from questionnaires consist several categories data, which following:

Table 1 Respondent's Gender

No	Gender	Frequency	Percent
1.	Male	26	30%
2.	Female	61	70%
Total		87	100%

Based on table 1, therefore distribution of respondents category by gender which majority of flight attendants in Citilink is female whether 70% from total of responders which is from 87 responders.

Table 2. Respondent's Long Period of Work

No	Long Period of Work	Frequency	Percent
1.	2-3	4	5%
2.	4-5	9	10%
3.	6-7	17	20%
4.	8-9	28	32%
5.	10-11	18	21%
6.	12-13	9	10%
7.	14-15	2	2%
Total		87	100%

Based on table 2, which conveys distribution of respondent's category by long period of work whether work for period of times 8-9 years as the numerous frequent which is 28 flight attendants with percentage 32% from all responders.

4.2 Descriptive Statistics

Descriptive statistics test aim to determine research data easier describable for the results which are correlated with variables work environment, rest quality, financial compensation and flight attendant performance. Therefore, table of the test result:

Table 3. Descriptive Statistics Test Analysis

Variable	N	Min	Max	Mean	Std. Deviation
Performance (Y)	87	35	50	46.60	4.222
Work Environment (X1)	87	10	50	39.36	8.048
Rest Quality (X2)	87	30	50	38.61	5.020
Financial Compensation (X3)	87	15	50	37.60	7.731

Based on table 3, designating that of all variables measured throughout descriptive statistics test which results 'mean > standard deviation'. In conclusion, data entry well represented.

4.3 Normality Test

Output of normality test asymp. sig. value (2-tailed) which residual variable standard is 0,82 indicates greater than $\alpha(0.05)$, in accordingly data distribution normally. The result of normality test with Z Kolmogorov-Smirnov test, as following:

Table 4. One-Sample Kolmogorov-Smirnov Test

No	Variable	Kolmogorov-Smirnov Value	Asymp. Sig	Information
1	Standardized Residual	0.05	0.082	Normal Distribution

As presented on table 4 about normality test conducted result asymp. sig. $0.082 > 0.05$, on that account normally distributed.

4.4 Multicollinearity Test

For this research, Variance Inflation Factor (VIF) as multicollinearity test indicate the results of variables work environment, rest quality, financial compensation, and flight attendant performance are less than 10, therefore no multicollinearity on regression model. Following is table of the test:

Table 5. Multicollinearity Test Result

No	Variable	VIF Value	Information
1.	Work Environment (X1)	1.282	No multicollinearity
2.	Rest Quality (X2)	1.181	No multicollinearity
3.	Financial Compensation (X3)	1.421	No multicollinearity

Showed on table 5, that each independent variables have tolerance values around $1.00 < 10.00$ in conclusion no symptoms of multicollinearity.

4.5 Heteroscedasticity Test

Gletser method explain how significant value of independent variables on this research for heteroscedasticity are greater than $\alpha (0.05)$ which indicate no heteroscedasticity on this regression model. Wherefore table from the test results:

Table 6 Heteroscedasticity Test Result

No	Variable	Sig.	Information
1	Work Environment (X1)	0.220	No heteroscedasticity
2	Rest Quality (X2)	0.127	No heteroscedasticity
3	Financial Compensation (X3)	0.106	No heteroscedasticity

Based on table 6, each independent variables results have tolerance values > 0.05 which mean no symptoms of heteroscedasticity.

4.6 Data Analysis

Meanwhile multiple linier regression to examine whether there is effect of work environment (X1), rest quality (X2), financial compensation (X3), on Flight Attendant Performance (Y) at Citilink as self-efficacy through employee performance. Therefore, analysis result of multiple regression with technology support through SPSS, obtained:

Table 7. Analysis Result Multiple Linier Regression

No	Variable	Regression Coefficients	t count	t table	Sig.
1	(Constant)	29,614	8,094	1,99	.000
2	Work Environment (X ₁)	0,112	1,837	1,99	.071
3	Rest Quality (X ₂)	0,192	2,040	1,99	.045
4	Financial Compensation (X ₃)	0,137	2,039	1,99	.045

- 1) Constant is value of dependent variable, performance (Y) is 26,614 if independent variables equality 0(zero), in addition based on the table wherefore conducted from formula:
 - a. $Y = 26,614 + 0,112 + 0,192 + 137$
 - b. Therefore, constant value of performance (Y) is 29,614
- 2) Coefficient X_1 value is 0,112, therefore if every increscent of 1% of variable X_1 which mean Y increase 0,112 (11,2%), and oppositely if there any decrement.
- 3) Coefficient X_2 value is 0,192, in case of any increscent of 1% of variable X_2 which mean Y increase 0,192 (19,2%), and oppositely if there any decrement.
- 4) Coefficient X_3 value is 0,137, however if there any increscent of 1% of variable X_3 which mean Y increase 0,137 (13,7%), and oppositely if there any decrement.

Table 8. Analysis R Square Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.527 ^a	0.278	0,246	3.665

Based on table 8, through R^2 variables work environment, rest quality, and financial compensation effects on performance with value 0.278 or 27.8% which mean residual value 72.2% (100%-27.8%) indicates external variables beside this research.

Afterwards, hypothesis test both t partial and F simultan tests which results gathered based on survey describes on statistics table below:

Table 9 Analysis t Partial Test Result

No	Variable	t _{count}	t _{table}	Sig.
1.	Work Environment (X_1)	1.837	1.99	0.071
2.	Rest Quality (X_2)	2.040	1.99	0.045
3.	Financial Compensation (X_3)	2.039	1.99	0.045

From t partial analysis above which t table with value 1.99 therefore statistic results:

- 1) Variable X_1 showed significant value toward Performance (Y) $0.071 > 0.05 (\alpha)$ and t count $1.837 < 1.99$ which mean H_1 rejected, H_0 accepted, which mean X_1 didn't has any effect on Y.
- 2) Variable X_2 showed significant value toward Performance (Y) $0.045 < 0.05 (\alpha)$ and t count $2.020 > 1.99$ which mean H_0 rejected, H_1 accepted, which mean X_2 had effect on Y.
- 3) Variable X_3 showed significant value toward Performance (Y) $0.045 < 0.05 (\alpha)$ and t count $2.039 > 1.99$ which mean H_0 rejected, H_1 accepted, which mean X_3 had effect on Y.

Table 10. Analysis F Simultan Test

Model	F _{count}	F _{table}	Sig.
Regression	8.732	2.739	0.000

Based on table 10, F count greater than F table ($8.732 > 2.739$) or significant values $0.00 \geq 0.05 (\alpha)$. Accordingly, variables independent work environment (X_1), rest quality (X_2), financial compensation (X_3) simultaneously has significant effects toward performance (Y) as variable dependent.

4.7 Discussion

Based on the research findings, regarding the "Influence of Work Environment, Rest Quality, and Financial Compensation on the Performance of Cabin Crew at PT. Citilink Indonesia are as follows:

- 1) This can be concluded that the work environment does not have a significant positive

effect on the performance of cabin crew at PT Citilink Indonesia, because the t-test significance value is greater than the 0.05 significance level. The results of this study are supported by research conducted by Salsabila et al. (2025), which explains that the quality of the work environment does not directly affect employee performance, possibly due to other more dominant factors such as work motivation.

- 2) Rest Quality has a significant positive effect on the performance of cabin crew at PT Citilink Indonesia, because the t-test significance value is less than the 0.05 significance level. The results of this study are consistent with the research conducted by Alparslan (2022). It is very important to allow flight attendants to get the rest their bodies need. Especially for those who fly internationally and face time zone differences every day, it has been found that the actual fatigue of flight attendants is higher than that of adults and elderly patients at home. Therefore, rest quality significantly affects cabin crew performance.
- 3) According to results, it can be concluded that financial compensation has a significant positive effect on the performance of cabin crew at PT. Citilink Indonesia, because the significance value of the t-test is less than the significance level of 0.05. The results of this study are consistent with the research conducted by Sulastri et al. (2018), which states that workers who feel that the salary or benefits (financial compensation) they receive are adequate will provide feedback to the organization, where employees will feel satisfied and thus give their best performance to the organization. The results of this study are consistent with the research conducted by Ardini and Pradana (2021), where compensation is defined as all income received in cash, goods received directly or indirectly by employees as a reward for services rendered to the company. This makes the compensation received by employees capable of providing welfare to the employees, thereby improving employee performance.
- 4) The influence of work environment, rest quality, and financial compensation simultaneously toward flight attendant performance based on the research results, which means work environment, rest quality, and financial compensation have a positive and significant effect on the performance of flight attendant at PT Citilink Indonesia, because the calculated shown that $F_{\text{count}} (8.732) < F_{\text{table}} (2.739)$ and the significance value is less than the significance level which is $\alpha (0.05)$. Therefore, H_0 is rejected and H_4 is accepted, stating that together work environment, rest quality, and financial compensation have an influence on performance.

5. Conclusion

According on data fundings from the research, which following the conclusions with descriptive approach whether each direction variables partially, which is variable work environment has no significant influences toward flight attendant performance. But different case from variables rests quality and financial compensation that partially had positive and significant effects towards flight attendant performance. Also, variables work environment, rest quality, and financial compensation simultaneously have positive and significant effect on flight attendant performance at PT Citilink Indonesia.

Regarding the implications of this research results indicate that the work environment does not have a significant impact on the performance of the flight attendant. Therefore, the work environment is a supporting means for the smoothness of the work process, where comfort and safety in working are also highly considered in creating a conducive

and pleasant work atmosphere for employees, thus supporting their performance in carrying out their work activities. The work environment is also a series of conditions or circumstances of the work environment of an institution that serves as the workplace for the employees working within that environment.

However, results show that rest quality has a significant impact on flight attendant performance. Nevertheless, it can be confirmed that good rest quality can improve the job performance of cabin crew, making it important to provide interventions to enhance rest quality. Furthermore, because flight attendants have higher work-related anxiety compared to male flight attendants, various intervention and support strategies are needed at both the company and individual levels (Makalesi, 2021).

Indicate that financial compensation has a significant impact on the performance of the cabin crew at PT. Citilink Indonesia. Therefore, this indicates that respondents perceive the compensation to be in good condition. Compensation is all income received in cash, goods received directly or indirectly by employees as a reward for services rendered to the company. The formation of an effective compensation system is an important part of human resource management to help attract and retain talented employees. Moreover, the company's compensation system influences strategic performance (Hasibuan, 2019:119).

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