



Apakah Karyawan Puas dengan New Normal? Kajian Protokol Kesehatan dan Komitmen Pimpinan di Bidang Penerbangan

Are Employees Satisfied with New Normal? Study Of Health Protocol and Leadership Commitments on Aviation

Agung Wahyu Wicaksono^{1)*}, Isti Fadiah²⁾, Ake Wihadanto¹⁾

1) Universitas Terbuka, Fakultas Ekonomi, Jurusan Manajemen SDM, Indonesia

2) Universitas Jember, Fakultas Ekonomi dan Bisnis, Indonesia

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*Corresponding Email: agunglpse@gmail.com

Abstrak

Kepuasan kerja karyawan terganggu saat pandemi, banyak kekhawatiran tertular di tempat kerja. Penerapan protokol kesehatan telah dilakukan sebagai budaya baru (new normal) untuk menekan angka penularan di tempat kerja. Penerapan ini juga disertai dengan komitmen kepemimpinan sebagai bentuk tanggung jawab kepemimpinan di saat krisis. Penelitian ini bertujuan untuk mengetahui hubungan antara protokol kesehatan, komitmen pimpinan, dan kepuasan kerja karyawan di masa pandemi. Penelitian dilakukan dengan menggunakan metode kuantitatif dengan analisis PLS-SEM dengan menggunakan SmartPLS 3. Jumlah sampel penelitian sebanyak 96 orang dilakukan di Bandara Internasional Banyuwangi. Hasil penelitian menunjukkan bahwa protokol kesehatan tidak berpengaruh terhadap kepuasan kerja tetapi berpengaruh terhadap komitmen kepemimpinan, sedangkan komitmen kepemimpinan berpengaruh terhadap kepuasan kerja, pada saat yang sama komitmen kepemimpinan berhasil memediasi secara penuh hubungan antara protokol kesehatan dan kepuasan kerja. Penelitian ini mencoba mengungkap variabel baru dalam penelitian kuantitatif yaitu Protokol Kesehatan yang sudah dua tahun ini sering dirujuk oleh masyarakat Indonesia. Kami mencoba menemukan hubungan dengan kepuasan kerja melalui komitmen kepemimpinan.

Kata kunci: Protokol Kesehatan; Komitmen Kepemimpinan; Kepuasan kerja

Abstract

Employee job satisfaction is disrupted during a pandemic, there are many concerns about being infected at work. The implementation of health protocols has been carried out as a new culture (new normal) to reduce the transmission rate in the workplace. This application is also accompanied by leadership commitment as a form of leadership responsibility in times of crisis. This study aimed to determine the relationship between health protocols, leadership commitment, and employee job satisfaction during a pandemic. The research was conducted using a quantitative method with PLS-SEM analysis by using SmartPLS 3. The number of research samples as many as 96 people conducted at Banyuwangi International Airport. The results showed that the health protocol had no effect on job satisfaction but had an influence on leadership commitment, while leadership commitment influences job satisfaction, at the same time the leadership commitment has succeeded in fully mediating the relationship between the health protocol and job satisfaction. This study tries to reveal a new variable in quantitative research: Health Protocol, which has been often referred to by Indonesian people for two years. We try to find the relationship with job satisfaction through leadership commitment.

Keywords: Health Protocol; Leadership Commitment; Job Satisfaction

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INTRODUCTION

Maintaining employee job satisfaction is important for Human Resource Development managers (Jung & Suh, 2019). Employees who are dissatisfied with their jobs will cause turn away and leave their jobs (turnover) and this also creates substantial costs for the organization because they have to re-recruit (Kurniawaty et al., 2019; Lam et al., 2001; Stamolampros et al., 2019). The manager should keep the satisfaction of employees to prevent turnover intention (Mahoney et al., 2020). Meanwhile, most managers invest in employee job satisfaction from the financial side, regardless of the other side (Kurniawaty et al., 2019)

Fernandes (2020) stated that the Covid-19 pandemic threatens workers and their work in various industries. The Covid-19 pandemic has placed a large additional stress burden on health workers such as increased workload, fear of being infected and vulnerable to death, providing stress, giving heavy pressure, causing burnout, and affecting mental health (Görlich & Stadelmann, 2020; Lee et al., 2022; Pasco et al., 2021; Said & El-Shafei, 2021; Wong et al., 2021).

Employees carrying out work during a pandemic can manage personal resilience by strengthening their personal, contextual, professional, and spiritual aspects (Giménez-Espert et al., 2020). In this pandemic, functional job satisfaction is very important to keep employees from being exhausted at work (burnout) (Chen et al., 2020).

During the pandemic, the possibility of infection in the workplace is very high due to the narrow work environment (Kim, 2020). So that the implementation of social distancing in the form of lockdown and staying at home is one of the ways the government takes to reduce the infection rate, while those who are infected are quarantined both at home and localized in certain places. This changes the way of working and the mechanism of work that has been carried out both in social interaction and in the implementation of work, and this change in this mechanism will influence the health and mental well-being of workers (Ruffolo et al., 2021).

Work from home is a form of change made to reduce the number of Covid-19 infections in the workplace and the application of health protocols in the workplace (Putri & Amran, 2021; SandovalReyes et al., 2021; Paul et al., 2021; Schieman et al., 2021). Especially for services in the aviation world, employees who provide direct services cannot work from home, but can only provide services (work) while still implementing health protocols.

The implementation of this change will not be optimal if there is no leadership commitment to it. Wilson (2020) explains that leadership in times of pandemic is important, it is evident that the actions or omissions of some political or business leaders have contributed to the spread of the virus. The role of top leadership is very important during the crisis due to the pandemic and must have high adaptability (Chaubey & Sahoo, 2021; Christopher et al., 2020). So that the leadership role and leadership commitment are very important, especially in the implementation of health protocols and the new culture (new normal).

The development of a new culture in the form of health protocols campaigned by the Indonesian government has changed the working mechanism, so it is interesting to study further its relationship with job satisfaction. The application of health protocols will also not be optimal if there is no leadership commitment to its implementation, so this study specifically discusses the predictive relationship of causality of the three variables because we never met a topic like this before.

Research related to job satisfaction has been carried out for a long time, it is recorded that there have been 2000 articles on job satisfaction since the publication of an article by Roethlisberger and Dickson entitled *Management and The Worker* in 1930 (Locke, 1969). However, this research is still interesting if it is combined with new variables that develop due to cultural changes and changes in norms that occur in a country or society at large. The central role that plays in many theories and models of individual attitudes and behavior is job satisfaction (Judge et al., 2020).

Job satisfaction is a pleasant emotional state that results from evaluating one's job as an achievement or facility of achieving one's work values (Locke, 1969). Cognitive and affective outcomes of job satisfaction can permeate an individual's thinking at home and even when he wakes up (Judge et al., 2020). Spector (1985) has built a job satisfaction survey with 9 indicators, namely: salary, promotion, supervision, benefits, rewards, SOPs, colleagues, work, and communication.

The definition of Health protocol in Indonesia refers to the Regulation of the Minister of Health Number: HK.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities and the Context of Prevention and Control of *CoronaVirus Disease* 2019 (Covid-19). The implementation of the health protocol by these regulations consists of 4 (four) activities, there are (1). wear personal protective equipment (PPE), (2). clean hands regularly with soap under running water or with an

alcohol-based antiseptic liquid (Hand Sanitizer). (3). keep a distance of at least 1 meter. (4). increase body resistance by implementing clean and healthy living behavior.

The concept of a health protocol has been described by Štimac et al (2021) related to preventive action mechanisms at airports, including (1). social distancing, (2). Disinfection and cleaning, (3). personal protective equipment, (4). information boards related to Covid-19, 5. barriers, (6). ventilation systems, and (7). checking body temperature

Job satisfaction is an important subject in human resource development (Jung & Suh, 2019). During a pandemic, job satisfaction is disrupted so a new culture is applied in the form of implementing health protocols in various forms (Fernandes, 2020). So we propose the first hypothesis:

H1: Health protocols influence job satisfaction

There are many forms of the concept of commitment that have been used in managing an organization (Ng & Wyrick, 2011). Meyer et al. (2001) take the form of commitment into 3 things, namely affective, normative, and sustainable. The form of commitment described by Meyer is the embodiment of desire (want), perceived cost, and feeling of obligation.

Ng & Wyrick (2011) based on the concept described by Meyer et al. (2001) about commitment, proposes a model of leader commitment that consists of three forms, there are instrumental commitment, affective commitment, and normative commitment.

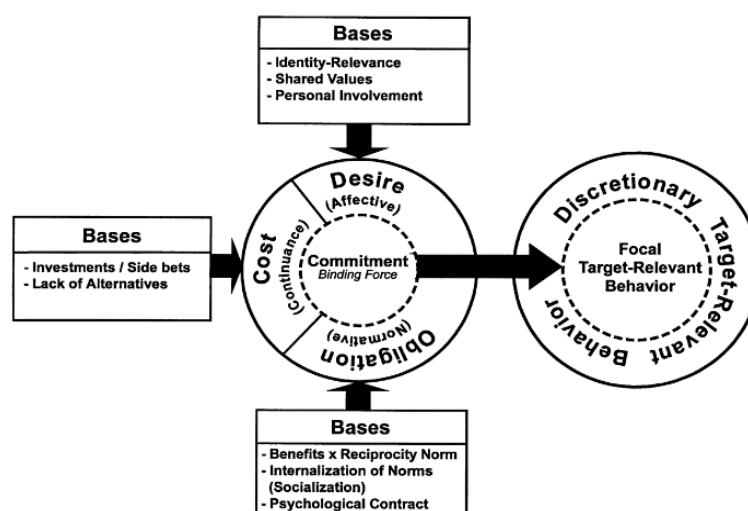


Figure 1. General Model of Commitment
Source: Meyer & Herscovitch (2001)

Meyer & Herscovitch (2001) describe the general model of commitment that is shown in Fig.1. That figure shows that commitment represent in concentric circles. Meyer & Herscovitch said that the inner circle is the core of commitment that shows the sense of action to a particular target. While different mindsets that reflect commitment consist of behavior, discretionary, and target relevant that are shown on the outer circle.

Leadership commitment can be in the form of giving examples in the implementation of new habits (new culture) shown to employees so that it encourages employees to carry out the same thing so the role of leadership is very important in its commitment and implementation (Meyer et al., 2001; Wilson, 2020). So, we propose a hypothesis:

H2: Health protocols influence leadership commitment.

Committed leaders can improve employee performance and can move employees and organizations to achieve organizational goals (Kwon & Jeon, 2020; Yong-Hing & Patlas, 2020). The indicators used in measuring leadership commitment are instrumental commitment, normative commitment, and affective commitment (Ng & Wyrick, 2011). This committed leader is expected to increase employee job satisfaction through various forms (instrumental, normative, and affective) shown by the leadership in carrying out work, so we propose a hypothesis:

H3: Leadership commitment influences job satisfaction.

Researchers also make leadership commitment as an intervening variable that influences the indirect relationship of health protocols with job satisfaction, with the hope that the leadership commitment variable can mediate the relationship between exogenous and endogenous variables, so that the third hypothesis we propose is:

H4. Leadership commitment can mediate the relationship between health protocol and job satisfaction.

RESEARCH METHODS

This study uses a quantitative method using PLS-SEM analysis with the smartPLS 3. PLS-SEM is based on variance by considering the total variance and using it to estimate the parameters (Hair et al., 2019). PLS-SEM analysis is used to predict the causality relationship of each variable used in this study.

This study uses 3 variables, there is the health protocol variable as an exogenous variable, the leadership commitment variable as the intervening variable, and the job

satisfaction variable as the endogenous variable. This study measures employee job satisfaction with the health protocol variable, because health protocols are a new culture that is applied during a pandemic. While the implementation of the health protocol which is a new culture requires commitment from the leadership so that this new culture can run well, the research model can be described as follows:

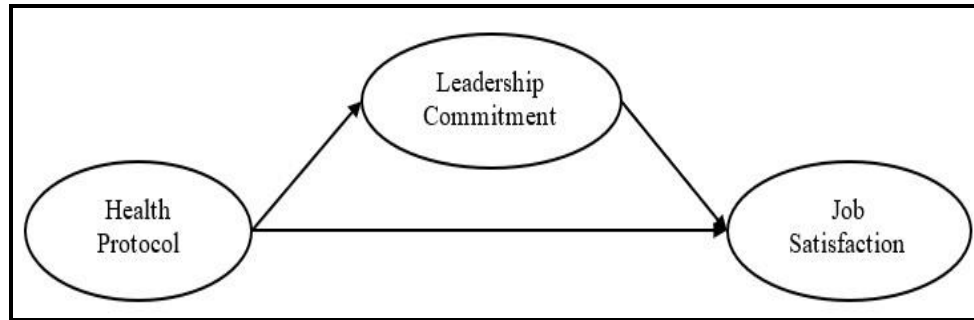


Fig 2. Research Model

Fig 2. Describe that health protocol as an exogenous variable has a direct line to leadership commitment and job satisfaction, while leadership commitment as an intervening variable has a direct line to job satisfaction. This line provides an overview of the relationship between variables.

The total population of this research was 125 people. Israel (1992) mentioned that the sample size for the total population of 125 people with precision levels of 95% using 96 respondents. The sample is determined by using the stratified proportionate sampling method (Hair Jr et al., 2020). Stratified proportionate sampling chooses to ensure all strata of the respondent have a chance to fulfill the questionnaire, so the result of the research can represent the entire population.

Table 1. Sample selection calculation

No	Employee strata	Total	Stratum Percentage	Total Sample
1	Employee Government (Civil Servant)	8	6%	6 people
2	Organic Employee	57	46%	44 people
3	AP 2 Solutions employee	60	48%	46 people
	Total	125	100%	96 people

Source: Primary Data

Data retrieval using the google form application in the form of a link or barcode given to the targeted employee one by one according to the sample target (until 96 is reached) and by the predetermined sample strata. Respondents who became the sample were divided into 3 categories: civil servants, organic employees of Angkasa Pura, and outsourcing from Angkasa Pura Solutions. By the sampling method, it was deter-

mined that the number of samples from civil servants was 6 people, from organic employees as many as 44 people, and from outsourcing as many as 46 people. The research was conducted from March to May 2022 at Banyuwangi International Airport – Indonesia.

RESULTS AND DISCUSSION

The results of filling out the questionnaire obtained detailed data related to respondents as follows:

Table 2. Respondent Data			
Category		N (96)	%
Gender	Man	80	83
	Women	16	17
Age	20 – 30 Years	52	54
	31 – 40 Years	37	39
	41 – 50 Years	6	6
	51 – 60 Years	1	1
Years of service	1 – 5 Years	52	54
	6 – 10 Years	28	29
	11 – 15 Years	14	15
	16 – 20 Years	2	2

Source: Primary Data

From the table above, it is found that the respondents who filled out the questionnaire were dominated by male workers as many as 80 people (83%). Mean-while, many respondents are between 20 – 30 years old as many as 52 people and have a working period of 1 – 5 years. The structure of the respondents shown in table 2. explains that most employee who fills out the questionnaire is low-level staff with work experience below 5 years and most employee who works at Banyuwangi Airport is under 30. However, this study has covered all segments of the age and tenure of employees so that it can represent the entire population.

The instrument's validity in PLS-SEM can be assessed from 2 things: convergent validity and discriminant validity. Convergent validity can be seen from the value of the outer loading and the average value of the extracted variance (AVE) with a value above 0.5 (Yi, 1988). In this study, indicators with an outer loading value below 0.7 were excluded from the model.

Meanwhile, discriminant validity can be seen from the cross-loading value or the heterotrait-monotrait ratio of less than 0.9 (Afthanorhan et al., 2021; Rasoolimanesh, 2022; Roemer et al., 2021).

Construct reliability in the PLS-SEM model can be seen from 2 criteria, there is composite reliability, and Cronbach's alpha. Yi (1988) states that the minimum value of composite reliability is >0.6 , while the Cronbach Alpha value is 0.7 to 0.9 (Hair et al., 2017).

The multicollinearity that occurs causes the model to give wrong predictions (Goodhue et al., 2018; Grewal et al., 2004). The VIF value must be below 3 so that the model can be used (Hair et al., 2019). The results of the validity, reliability, and multicollinearity tests can be seen in table 1 and table 2.

Table 3. Discriminant Validity (Fornell-Lacker Criterion & HTMT Ratio) & Inner VIF

Category	Indicator/Variable	Health Protocol	Job Satisfaction	Leadership Commitment
Fornell-Lacker	Health Protocol	0.784		
	Job Satisfaction	0.645	0.806	
	Leadership Commitment	0.68	0.824	0.837
HTMT Ratio	Health Protocol			
	Job Satisfaction	0.68		
	Leadership Commitment	0.725	0.877	
Inner VIF	Health Protocol		1.862	1
	Job Satisfaction			
	Leadership Commitment		1.862	

Source: Primary Data (SmartPLS Output)

Note. *HP1, HP2, HP9, JS1, JS2, JS3, JS4, JS5, LC1, LC2, and LC3 indicators are excluded from the model because the outer loading value does not meet the requirements.

From the table above, it is found that the loading value of the indicator on the latent variable is greater than the other variables, while in the Fornell-Lacker criterion test it is found that the root value of AVE is greater than the correlation between the latent variables except for the job satisfaction variable, but in the heterotrait-monotrait test, it is found that the HTMT value is below 0.9.

The result showed that every category used in the SmartPLS 3 application meets the requirement for a discriminant validity test. the result of the validity and reliability construct also meets the minimal requirement that must be fulfilled. The value of Cronbach's alpha is up to 0.8 meanwhile the value of average variance extracted (AVE) is up to 0.5. The value of inner VIF that shows values of multicollinearity is below 3 and meets the requirement. So based on that result we can conclude that this model meets the minimum requirement.

Table 4. Validity & Reliability Construct

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Health Protocol	0.939	0.944	0.947	0.563
Job Satisfaction	0.941	0.949	0.947	0.533
Leadership Commitment	0.897	0.912	0.917	0.558

Source: Primary Data (SmartPLS Output)

Table 5. Calculation results of PLS-SEM

Criteria	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Direct Effect	Health Protocol -> Job Satisfaction	0.156	0.167	0.122	1.277	0.202
	Health Protocol -> Leadership Commitment	0.68	0.691	0.061	11.068	0
	Leadership Commitment -> Job Satisfaction	0.718	0.71	0.104	6.925	0
Indirect Effect	Health Protocol -> Leadership Commitment -> Job Satisfaction	0.489	0.49	0.083	5.902	0
		R Square	R Square Adjusted			
R Square	Job Satisfaction	0.693	0.686			
	Leadership Commitment	0.463	0.457			

Source: Primary Data (SmartPLS Output)

The SEM model has met the requirements/goodness of fit of the construct so that it can be used to calculate and predict the relationship between latent variables (see tables 3 and 4). While the results of testing the relationship between latent variables can be seen in table 5. It is known that the health protocol does not affect job satisfaction (t statistic 1.277 and P values 0.202) so Ha1 is rejected. Meanwhile, the health protocol influenced leadership commitment (t statistic 11.068 and P values 0.00), and leadership commitment affected job satisfaction (t statistic 6.925 and P values 0.00) so Ha2 and Ha3 were accepted.

The results of SEM calculations on the indirect relationship between health protocols and job satisfaction through leadership commitment show a correlation (table 3). It is known that the calculated value shows that the t statistic is 5.902 with P values 0.000, so it can be concluded that the leadership commitment variable provides full mediation on the relationship between health protocol variables (exogenous) and job satisfaction (endogenous).

The coefficient of determination (R²) shows that leadership commitment is influenced by 46.3% by the health protocol variable, while job satisfaction is influenced by 68.8% by the health protocol variable (exogenous) and leadership commitment (intervening).

During the pandemic, some companies experienced financial difficulties so some of them made staff reductions, but they had to survive in these conditions. Companies in the aviation industry are the worst hit. This is because aviation is a central player in the spread of Covid-19 even though it is also the airline that feels the most severe financial

impact (Sun et al., 2020). even though they reduce employees, job satisfaction for employees who are still in the company must be maintained.

Maintaining employee satisfaction remains an important thing to do even during the pandemic. The implementation of health protocols becomes an additional burden for them during work because they are required to wear personal protective equipment and apply some rigid rules to prevent virus transmission in the workplace. Job satisfaction is very difficult to maintain because they feel heavy and disturbed by the Covid-19 outbreak and the new culture called health protocol.

Interestingly, in this study, it was found that the health protocol, which is a new culture campaigned by the government, did not affect employee job satisfaction. This is because the application of health protocols aims to prevent the transmission of COVID-19 in the workplace (Paul et al., 2021; Schieman et al., 2021). The implementation of the health protocol is to enable them to perform even with limited conditions. The results of the SEM test show that there is no direct correlation/relationship between health protocols and job satisfaction (t statistic 1.277 and P 0.202), this is because from the beginning the implementation of health protocols in the workplace is not increased satisfaction of employee on their job, but so that they can perform even during a pandemic.

The application of health protocols requires the role and commitment of the leadership because the role of leaders in times of crisis (pandemic) is very important (Wilson, 2020). The application of health protocols as a new culture at work requires good examples, and good examples must come from the leaders, and this is a manifestation of the leadership's commitment. The behaviors shown by the leadership (in terms of implementing health protocols) tend to be imitated by employees (Meyer et al., 2001). So that the results of this study are by the hypothesis that has been proposed at the beginning. Leadership commitment in carrying out work or implementing a new culture will increase the form of imitation (tend to imitate) so that they feel not alone in implementing the new culture. Commitment by the leadership shown in the workplace will increase employee engagement and loyalty (Book et al., 2019)

Employees are satisfied with the implementation of health protocols in the workplace because the leader is also committed to implementing the new culture by implementing health protocols for themselves and other related policies so that Covid-19 transmission does not occur in the workplace. This is seen by them every day at work so

that they do not feel alone in implementing the new culture and feel safe in carrying out their work. This is proven to trigger job satisfaction from employees for the implementation of the health protocol so that the leadership commitment variable successfully mediates the relationship between the health protocol and job satisfaction. The value of the influence given by the health protocol and leadership commitment variables on job satisfaction is 68.8%. This means that the application of health protocols accompanied by leadership commitments can provide job satisfaction to employees as much as 68.8% even though carrying out their work during a pandemic.

CONCLUSIONS

The implementation of health protocols is one option that can be used to keep performing when a pandemic or other outbreak occurs. The implementation of good health protocols must be followed by a maintained leadership commitment, both in terms of instrumental, normative, and effective. Employees will still feel insecure and their mental health will be disturbed if they must be forced to work during a pandemic, but with the implementation of health protocols followed by a good form of leadership commitment, employees feel appreciated, feel safe, and comfortable in performing so that employees also satisfied with the existing conditions by implementing health protocols during a pandemic.

We have a strong recommendation for the leader when the organization needs to introduce a new value (culture), the leader of the organization must commit to the value that is introduced to the employee. Because of that condition, the employee will follow and try to commit himself to implementing that new value.

LIMITATION

This research was carried out at a time when the Indonesian Government had not yet lowered the status of the Covid-19 outbreak so the data and sample collection must continue to apply health protocols such as wearing personal protective equipment (PPE) and maintaining social distancing. Even though the questionnaire has been made using a link or barcode, to maintain the suitability of the respondent who has determined, the researcher still goes to respondents one by one to ensure the suitability of the respondent who fills out our research questionnaire until the number of samples is achieved.

This research has been carried out with proper procedures. At the time of collecting research data, the researcher met with the CEO of Banyuwangi Airport to ask for permission to take sample data and distribute questionnaires to employees who were respondents, and have permitted the researcher. Respondents who were right to fill out the questionnaire were given a small gift as a form of gratitude.

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