

The Role of Job Satisfaction in Mediating the Effect of Workability and Remuneration of Cabin Crew Performance in the Midst of Pandemic Covid-19 at PT. Garuda Indonesia

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Abstract: Covid-19 is one of the pandemic which caused a big damage to the global aviation namely Garuda Indonesia. The phenomenon of this virus is not ending yet lately, it is led to a drastic reduction in the number of flight, Number of planes parked at the apron, canceled the payment of remuneration flight attendant, used of PPE while flying, where the flight attendant have to keep on flying duty according to SOP of safety, security, and service. This research is aimed to know the role of job satisfaction in mediating the effect of workability and remuneration of cabin crew performance in the midst of pandemic Covid-19 at PT. Garuda Indonesia. The population of the research is the employees of PT. Garuda Indonesia flight attendant generation 2007 around 40. The instrument of the research used likert scale questionnaire with 5 options. The data analysis method in this study used the SEM PLS program. The results of the study found that work ability had a positive and significant effect on performance, work ability had a positive and significant effect on job satisfaction, remuneration had a positive and significant effect on the job satisfaction, and job satisfaction had a positive and significant effect on flight attendant performance at PT. Garuda Indonesia. While remuneration has no effect on the performance, job satisfaction was not able to mediate the effect of work ability and remuneration on the performance of PT. Garuda Indonesia flight attendant. Based on the results of this research, it is suggested the cabin crew of PT. Garuda Indonesia increasing the performance factor (Y) as a direct influence where the cabin crew must further increase effectiveness by maintaining other performance indicators in order to create better cabin crew performance in the midst of the Covid-19 pandemic. The job satisfaction factor (Z), as an indirect effect of this research, it is recommended the cabin crew continuing to improve their work by maintaining other job satisfaction so that the cabin crew performance is getting better in the midst of the Covid-19 pandemic.

Keywords: Work Ability, Remuneration, Performance, Job Satisfaction.

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I. INTRODUCTION

The Covid-19 pandemic is the event of spreading the 2019 corona virus disease or abbreviated as Covid-19. This disease is caused by a new type of Coronavirus named SARS-CoV-2. This outbreak was detected in Wuhan City, Hubei, China on December 1st, 2019, and designated a pandemic by the World Health Organization (WHO) on March 11th, 2020. The SARS-CoV-2 virus is thought to spread between people mainly through respiratory droplets produced during coughing. These sparks can also be generated from sneezing and normal breathing. On March 2nd, 2020, First time the government announced two cases of positive Covid-19 patients in Indonesia. The Corona virus pandemic has spreading increasingly and has an impact on all of aspects, including the world of aviation. Aviation is an industry that employs millions of people and supports tens of millions more, as well as being the nerve center for international business and tourism. Garuda Indonesia is one of the airlines that has been heavily affected by the Covid-19 pandemic. The closure of access for foreign nationals to travel has increased the number of aircraft parked on the apron.

This research was carried out on the cabin crew of PT. Garuda Indonesia who carried out tasks in the field both in terms of safety, security and service in the midst of the Covid-19 pandemic. On May 7th, 2020, Garuda Indonesia implemented a rule that Garuda Indonesia cabin crew must wear masks while on duty. In addition, there are regulations that require the use of complete PPE (Personal Protective Equipment) on certain international and domestic flight destinations. Garuda Indonesia only operates 53 aircraft out of a total of 142 aircraft that it had owned. In detail, out of a total of 142 aircraft, 136 aircraft are leased and 6 are owned by the company, consisting of Boeing 777-300, Boeing 737-800, Boeing 737-8 Max, Airbus A330-200, Airbus A330-300, Airbus A330-900, CRJ1000, and ATR 72-600. In addition of the number of aircraft that is not operating. Local and international people are increasingly afraid to travel. The following is Operational Historical data on the number of passengers of PT. Garuda Indonesia 2017-2020:

Figure 1. The Data of Operational Historical at PT. Garuda Indonesia

Number	2017	2018	2019	2020
Totally of International Passenger	4,790,904	4,700,708	4,267,078.00	772,750.00
Totally of Domestic Passenger	19,172,026	18,912,877	15,403,526.00	4,540,850.00

Not a few cabin crews were affected by the Covid-19 Virus, which is not known from where the virus can be transmitted to cabin crew. In addition, to having work according to SOPs, cabin crew must also maintain their health to avoid this infectious disease. April 2020, the Covid-19 virus has not shown any sign of ending. Through production efficiency, Garuda Indonesia has postponed the payment of salaries, commissioner allowances, annual incentives and allowances. The delays in payments include the following below:

Figure 2. Form Letter Num. JKTDZ/SE/70010/2020 about regarding the Take Home Payment Terms related to the Condition of Pandemic Covid-19

No	Position	Amount of Percentages (%)
1.	Director	50
2.	<i>Vice President, Captain, First Office, Flight Service Manager</i>	30
3.	<i>Senior Manager</i>	25
4.	<i>Flight Attendant, Expert & Manager</i>	20

The condition of PT. Garuda Indonesia Company which is being tested has an impact of the performance in the cabin crews, the cabin crew must continue to carry out all the tasks according to the SOP both in terms of safety, security and service in the midst of the Covid-19 pandemic. Delayed remuneration payments are one of the impacts that reduce the job satisfaction of the cabin crew of PT. Garuda Indonesia. From the Covid-19 pandemic phenomenon, 7 research problems can be taken, namely:

1. Does the work ability affect the performance of PT. Garuda Indonesia cabin crews in the midst of the Covid-19 pandemic?
2. Does the remuneration affect the performance of PT. Garuda Indonesia cabin crews in the midst of the Covid-19 pandemic?
3. Does the work ability affect the job satisfaction of PT. Garuda Indonesia cabin crews in the midst of the Covid-19 pandemic?
4. Does the remuneration affect the job satisfaction of PT. Garuda Indonesia cabin crews during the Covid-19 pandemic?
5. Does the work satisfaction of cabin crews affect the performance of PT. Garuda Indonesia cabin crew in the midst of the Covid-19 pandemic?
6. Does the work ability affect the performance of PT. Garuda Indonesia cabin crews through job satisfaction as a mediating variable in the midst of the Covid-19 pandemic?
7. Does the remuneration affect the performance of PT. Garuda Indonesia cabin crews through job satisfaction as a mediating variable in the midst of the Covid-19 pandemic?

II. LITERATURE REVIEW

Work ability

According to Robbins (2012), work ability is an individual's capacity to carry out various tasks in a particular job. Work ability consists of two groups, namely intellectual ability and physical ability. Research by Raharjo, Paramita & Warso (2016), explains that the work ability indicators consist of knowledge, training, experience, skills and work ability. From these studies, it can be concluded that work ability is the capacity of a

cabin crew in terms of knowledge, training, experience, skills and work ability in carrying out the tasks given by the company in terms of safety, security and service.

Remuneration

The word remuneration is taken from the loan word in English remunerate, where the Oxford American Dictionaries gives the meaning that pay (someone) for services rendered or work done. The remuneration components according to Marwansyah's research (2010:269) are salaries, allowances and incentives. From these studies, it can be concluded that remuneration is the remuneration provided by the company to cabin crew for the work that has been completed, salaries, incentives and cabin crew allowances.

Performance

According to Kaswan (2017) job satisfaction is a driver of employee and organizational results because job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. This will be seen from the positive attitude of employees towards work and everything they face in their work environment. According to Afandi (2018), job satisfaction indicators are work, promotions, supervisors and co-workers. From the opinion of the researcher, it can be concluded that job satisfaction is the perception and assessment of cabin crew on their work, both in terms of work, promotion, supervisor and co-workers.

Job satisfaction

Sutrisno (2016) states that performance is the result of an employee's work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. In knowing the high and low performance of a person, a management tool is needed to improve the quality of decision making and accountability. According to Robbins (2006: 260) the performance indicators are quality, quantity, timeliness, effectiveness, and efficiency. From the opinion of the researcher, it can be concluded that performance is the result of work both in terms of quality, quantity, punctuality, effectiveness and efficiency of cabin crew in carrying out all tasks assigned by the company.

III. RESEARCH METHOD

Sukardi (2015), argues that research design is all processes (preparation, implementation, and report writing) needed by researchers to solve problems in this research. The design component can include the research structures that begin with finding ideas, determining goals, then planning the research process, which includes the planning, problems, formulating, determining the research objectives, finding the sources of information, conducting studies from various libraries, determining the methods used, the data analysis, and testing working hypotheses in order to obtain the research results. The result which processed and analyzed to draw the conclusions. This research designed using a quantitative research design. According to Sugiyono (2009: 14) quantitative research methods can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations/ samples, sampling techniques are generally carried out randomly, the data collection using research instruments, data analysis is quantitative/ statistics with the aim of testing the established hypotheses. The sampling method used is purposive sampling, namely 40 permanent employees of Garuda Indonesia cabin crews in 2017. Purposive sampling is a sampling technique with certain considerations Sugiyono (2016: 85). The data collection used is using an online survey, a questionnaire using a Likert scale. In analyzing the data, the researcher used the PLS (Partial Least Square) Statistical Application.

IV. DISCUSSION AND RESULT

Characteristics of Respondents

The results of distributing questionnaires to the permanent employees of the cabin crew of PT. Garuda Indonesia class of 2017 amount 40 people, the number of questionnaires distributed was 40 ones and could be processed entirely. Characteristics of respondents who became subjects in this research were gender, age, tenure and position. Characteristics of respondents based on gender can be reported whose female employees dominate 70%, while male employees only have a distribution of 30%. The characteristics of respondents based on age show that respondents aged 21 - 30 years are more numerous with a distribution of 95%. Furthermore, it followed by the age of respondents 31-40 years by 5%. The characteristics of respondents based on position showed all the positions as the senior employees of cabin crew by 100%. The characteristics of respondents based on years of service show those respondents who have worked 2-4 years more with a distribution of 60%, and respondents who have a working period of > 4 years with a distribution of 40%.

Description of Research Variables

Description of the work ability of permanent employees of PT. Garuda Indonesia cabin crew class 2017 have good work skills with consideration of the average (mean) obtained at 4.4. In addition, it can be said that the ability indicator ($X_{1.5}$) received the highest response with an average value of 4.7, followed by the experience indicator ($X_{1.3}$) of 4.6, the knowledge indicator ($X_{1.1}$) of 4.6, the indicator of training ($X_{1.2}$) is 4.5 and the lowest is the skill indicator ($X_{1.4}$) with an average score of 3.5. Based on these results, permanent employees of PT. Garuda Indonesia cabin crew class 2017 tend to have good work skills based on ability and supported by knowledge, training, experience and skills.

The description of the remuneration variable for permanent employees of PT. Garuda Indonesia cabin crew class 2017 gets good remuneration with an average (mean) of 4.1. In addition, it can be said that the incentive indicator ($X_{2.3}$) received the highest response with an average value of 4.6, followed by the salary indicator ($X_{2.1}$) of 4.1, and the lowest was the allowance indicator ($X_{2.2}$) with the mean value is 3.5. Based on these results, permanent employees of PT. Garuda Indonesia cabin crew class 2017 tend to have good remuneration based on incentives and supported by salaries and allowances.

The description of the variable job satisfaction of permanent employees of cabin crew PT. Garuda Indonesia class 2017 has good job satisfaction with consideration of the average (mean) obtained at 4.3. In addition, it can be said that the co-worker indicator ($Z_{.5}$) received the highest response with an average value of 4.7, followed by the employment indicator ($Z_{.1}$) of 4.5, wages ($Z_{.2}$) of 4.5 and the lowest is the promotion indicator ($Z_{.3}$) and supervisor ($Z_{.4}$) with an average score of 4.0. Based on these results, permanent employees of PT. Garuda Indonesia cabin crew class 2017 tend to have good job satisfaction based on colleagues and supported by work, wages, promotions and supervisors.

Description of the variable performance of permanent employees of cabin crew PT. Garuda Indonesia class 2017 has a good performance with consideration of the average (mean) obtained is 4.4. In addition, it can be said that the punctuality indicator ($Y_{.3}$) received the highest response with an average value of 4.8, followed by indicators of work quality ($Y_{.1}$) of 4.7, effectiveness ($Y_{.4}$) and efficiency ($Y_{.1}$). 5) of 4.6 and the lowest is the work quantity indicator ($Y_{.2}$) with an average value of 3.3. Based on these results, permanent employees of PT. Garuda Indonesia cabin crew class 2017 tend to have good performance based on timeliness and supported by work quality, efficiency effectiveness and work quantity.

The Result of Inferential Analysis

The Inferential analysis used Smart Partial Least Square (Smart PLS). Based on the results of data processing using PLS, then evaluate the structural equation model. In this evaluation, there are two basic evaluations, namely: 1) Evaluation of the measurement model (outer model) to determine the validity and reliability of the indicators measuring latent variables and 2) Evaluation of the structural model (inner model) to determine the accuracy of the model. Before evaluating the model, it can be reaffirmed that the questionnaire as a data collection tool in this study is a valid and reliable instrument.

Evaluation of the Measurement Model (Outer Model)

In this research, Evaluation of the measurement model to test the validity and reliability of the indicators that measure the construct or latent variable. The four latent variables, namely Ability_Work (X_1), Remuneration (X_2), job satisfaction (Z) and performance (Y) are measurement models with reflective indicators, so that the evaluation of the measurement model is carried out by checking the convergent and discriminant validity of the indicators. And composite reliability for indicator blocks. The results of the outer model examination which include convergent, discriminative validity and composite reliability can be submitted as follows:

Convergent Validity

Convergent validity aims to measure the validity of the indicator as a measure of the construct that can be seen in the outer loading (Smart-PLS output). The indicator is considered valid if it has an outer loading value above 0.50. Besides that, the outer loading value can determine the contribution of each indicator/indicator to the latent variable. The outer loading of an indicator with the highest value shows that indicator as the strongest measure or in other words the most important in the latent variable. The results of the examination of the outer model can be seen that the outer loading of each indicator on a variable is presented in Figure 3.

Figure 3. Final Loading Factor

Variable	Manifest Variable	Loading Faktor
Work ability	Knowledge	0.770
	Training	0.673
	Experience	0.773
	Work ability	0.842
Remuneration	Salary	0.751
	Allowance	0.670
	Incentive	0.856
Performance	Work Quality	0.531
	Punctuality	0.599
	Effectiveness	0.892
	Efficiency	0.811
Job Satisfaction	Profession	0.773
	Wages	0.765
	Supervisor	0.654
	Work Colleague	0.677

Based on the Figure 3. It can be obtained information that the four indicators that measure the Workability variable (X_1) have an outer loading value greater than 0.50, which means that the indicators of knowledge, training, experience and work ability are valid indicators as a measure of the Workability variable (X_1). In addition, the ability to work indicator is the strongest indicator because it has the largest outer loading value (0.842). The Remuneration variable (X_2) has an outer loading value greater than 0.50. This means that the indicators of salary, allowances and incentives are valid indicators as a measure of the remuneration variable (X_2). In addition, the incentive indicator is the strongest indicator because it has the largest outer loading value (0.856). The Performance variable (Y_1) has an outer loading value greater than 0.50. This means that indicators of work quality, timeliness, effectiveness and efficiency are valid indicators as a measure of the performance variable (Y_1). In addition, the effectiveness indicator is the strongest indicator because it has the largest outer loading value (0.892). The job satisfaction variable (Z) has an outer loading value greater than 0.50. This means that the indicators of work, wages, supervisors and co-workers are valid indicators as a measure of the variable job satisfaction (Z). In addition, the job indicator is the strongest indicator because it has the largest outer loading value (0.773).

Discriminant Validity

This evaluation is carried out by comparing the value of the *square root of average variance extracted* (\sqrt{AVE}) of each latent variable with the correlations between other latent variables in the model. The results of the *discriminant validity* examination show the AVE value is greater than 0.50, and the four latent variables studied have a greater square root of *average variance extracted* (\sqrt{AVE}) value with correlation coefficients between other variables. Thus, the results obtained indicate that it has good discriminant validity. In Figure 4., *discriminant validity* checks can be presented:

Figure 4. Discriminant Validity Check

	AVE	\sqrt{AVE}	Work ability	Job Satisfaction	Performance	Remuneration
Work ability	0.588	0.767	0.767			
Job Satisfaction	0.517	0.719	0.478	0.719		
Performance	0.523	0.723	0.645	0.656	0.723	
Remuneration	0.582	0.763	0.278	0.452	0.480	0.763

Composite Reliability

Composite reliability aims to evaluate the value of reliability between the indicator blocks of the constructs that form it. The results of the composite reliability assessment in the measurement model of 6 values of the four latent variables are above 0.70, so the indicator is declared reliable in measuring the variable. In accordance with the results of the evaluation of the convergent and discriminant validity of each indicator, and the composite reliability for the indicator block obtained, it can be concluded that the indicators for each latent variable are valid and reliable measures. Composite Reliability results can be presented in the Figure 5:

Figure 5. Result of Composite Reliability

	Composite Reliability
Work ability	0.850
Job Satisfaction	0.810
Performance	0.808
Remuneration	0.805

The next step analyzed with the inner model to determine the suitability of the model (goodness of fit model).

Evaluation of the Structural Model (Inner Model)

The structural model is evaluated by taking into account the Q² predictive relevance model which measures how well the observed values are generated by the model. Q² is based on the coefficient of determination of all dependent variables. The magnitude of Q² has a value with a range of 0 < Q² < 1, the closer the value to 1 means the better the model. The calculation of the Q² predictive relevance model is presented in Figure 6.

Figure 6. Structural Model Evaluation Results (Inner Model)

Structural Model	Endogenous Variable	R-square
1	Job Satisfaction	0.339
2	Performance	0.604

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,339)(1 - 0,604)$$

$$Q^2 = 0,738$$

Figure 6. showed that the value of Q² = 0.738 and it is closed to the value of 1, so it can provide evidence that the structural model has a good goodness-fit model. This result also meant that 73.8% of the data can be explained by the model, while the remaining 26.2% is explained by errors or other variables not included in the model.

Hypothesis Testing Results

Hypothesis testing is done by using *T_{Statistic}* by sorting out for testing direct and indirect effects (examination of mediating variables). In the following sections, the results of the direct influence test and the examination of the mediating variable are described respectively.

Direct Effect Hypothesis Test

Recapitulation of the results on the path coefficient validation test of each path for a direct effect. Table 7 presented the results of testing the direct influence hypothesis:

Figure 7. Direct Effect Hypothesis Testing Results

Num	Relationship between Variables	Path Coefficient	T _{Statistics}	Description
1	Workability ->Performance	0.415	4.104	H ₁ accepted
2	Remuneration ->Performance	0.198	1.562	H ₂ rejected
3	Work ability ->Job satisfaction	0.382	2.744	H ₃ accepted
4	Remuneration ->Job satisfaction	0.346	2.203	H ₄ accepted
5	Job satisfaction ->Performance	0.368	2.815	H ₅ accepted

The results of testing the research hypothesis (Figure 7) can be presented as follows:

The Influence of Workability on the Performance

In testing the hypothesis above, the t-value is used to see the effect of workability on performance with a t-value of 4.104, this value is greater than 1.96 with a = 0.05, so it can be concluded that H₁ is accepted, meaning that workability has an effect positive and significant impact on crew performance. The workability variable on performance has an original sample of 0.415 with a positive direction meaning that the better the work ability, the performance will also increase by 0.415.

The Effect of Remuneration on the Performance

In testing the hypothesis above, the t-value is used to see the effect of remuneration on performance with a t-value of 1.562, this value is smaller than 1.96 with $\alpha = 0.05$, so it can be concluded that H2 is rejected, meaning that there is no positive effect and significant Remuneration on Performance. The remuneration variable on performance has an original sample of 0.198 with a positive direction meaning that the better the remuneration, the performance will also increase by 0.198.

The Effect of Work Ability to the Job Satisfaction

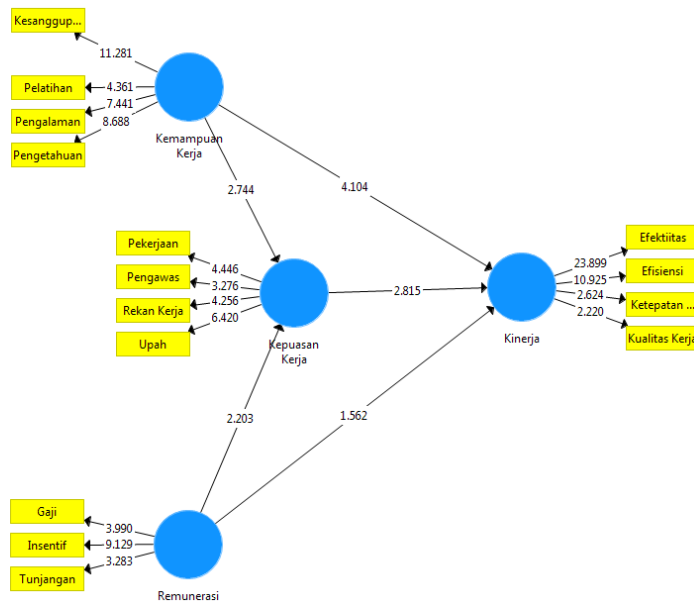
In testing the hypothesis above, the t-value is used to see the effect of Job Ability on Job Satisfaction with a t-value of 2.744, this value is greater than 1.96 with $\alpha = 0.05$, so it can be concluded that H3 is accepted, meaning that there is an influence positive and significant Job Ability to Job Satisfaction. Work Ability variable to Job Satisfaction has an original sample of 0.382 with a positive direction meaning that the better the Job Ability, the Job Satisfaction will also increase by 0.382.

The Effect of Remuneration on the Job Satisfaction

In testing the hypothesis above, the t-value is used to see the effect of remuneration on job satisfaction with a t-value of 2.203, this value is greater than 1.96 with $\alpha = 0.05$, so it can be concluded that H4 is accepted, meaning that there is a positive effect and significant Remuneration on Job Satisfaction. Remuneration variable on Job Satisfaction has an original sample of 0.346 with a positive direction meaning that the better the remuneration, the job satisfaction will also increase by 0.346.

The Effect of Job Satisfaction on the Performance

In testing the hypothesis above, the t-value is used to see the effect of job satisfaction on performance with a t-value of 2.815, this value is greater than 1.96 with $\alpha = 0.05$, so it can be concluded that H5 is accepted, meaning that there is a positive effect and significant Job Satisfaction on Performance. The variable job satisfaction on performance has an original sample of 0.368 with a positive direction meaning the better job satisfaction; the performance will also increase by 0.368. In order to clarify the explanation of the results of the analysis above, the overall model of the analysis results can be presented in Picture 1.



Picture 1. Full Model SEM-PLS Analysis Result

Mediation Variable Check

In facilitating the testing of mediating variables and determining the indirect effect in this research, the following analyzed is carried out on the mediation test model presented in Figure 8.

Figure 8. Indirect Effect Hypothesis Testing Results

No	Relationship between the Variables	Path Coefficient	T Statistics	Description
1	Work ability -> Job Satisfaction -> Performance	0.140	1.734	H ₆ rejected
2	Remuneration -> Job Satisfaction -> Performance	0.127	1.612	H ₇ rejected

Information on the results of testing the research hypothesis in figure 8, can be described as follows:

The Influence of Work Ability on the Performance through the Job Satisfaction

In testing the hypothesis above, the t-value is used to see the effect of Work Ability on Performance through Job Satisfaction with a t-value of 1.734, this value is smaller than 1.96 with $\alpha = 0.05$, so it can be concluded that H6 is rejected, meaning that there is no positive and significant effect of Work Ability on Performance through Job Satisfaction. The variable of Work Ability on Performance through job satisfaction has an original sample of 0.140 with a positive direction meaning that the better the Work Ability, the Performance through Job Satisfaction will also increase by 0.140.

The Effect of Remuneration on the Performance through the Job Satisfaction

In testing the hypothesis above, the t-value is used to see the effect of remuneration on performance through job satisfaction with a t-value of 1.612, this value is smaller than 1.96 with $\alpha = 0.05$, so it can be concluded that H7 is rejected, meaning no there is a positive and significant effect of remuneration on performance through job satisfaction. The variable of remuneration on performance through job satisfaction has an original sample of 0.127 with a positive direction meaning that the better the remuneration, the performance through job satisfaction will also increase by 0.127.

Research Variable Profile

This research was conducted to explore the variables studied based on the value of the quality of the factor (factor loading) and the mean (mean). The profile presentation of the variables of Work Ability (X_1), Remuneration (X_2), Performance (Y_1) and job satisfaction (Z) is presented in Figure 10 as follows:

Workability Variable Profile (X_1)

The profile of the workability variable (X_1) that has been studied is presented in Figure 9. :

Figure 9. Factor Quality and Average Workability (X_1)

Indicator	Factor Quality (<i>Outer Loading</i>)	Rerata (Mean)
Knowledge	0.770	4.6
Training	0.673	4.5
Experience	0.773	4.6
Work ability	0.842	4.7

Figure 9 provided an indication that work ability got the highest factor quality, which is 0.842, then followed by experience of 0.773, knowledge with a value of 0.770 and the smallest is training with a value of 0.673. These results indicated that work ability has the most important role in increasing work ability.

Remuneration Variable Profile (X_2)

The profile of the remuneration variable (X_2) that has been studied is presented in Figure 10.

Figure 10. Factor Quality and Average Remuneration (X_2)

Indicator	Factor Quality (<i>Outer Loading</i>)	Rerata (Mean)
Salary	0.751	4.1
Allowance	0.670	3.5
Incentive	0.856	4.6

Figure 10 provided an indication that the incentive has the highest factor weight, which is 0.856, followed by a salary of 0.751 and the smallest is allowances with a value of 0.670. These results indicated that incentives have the most important role in increasing remuneration.

Performance Variable Profile (Y)

The profile of the performance variable (Y) studied can be presented in Figure 11:

Figure 11. Factor Quality and Average Performance (Y)

Indicator	Factor Quality (<i>Outer Loading</i>)	Rerata (Mean)
Work Quality	0.531	4.7
Punctuality	0.599	4.8
Efectiveness	0.892	4.6
Efficiency	0.811	4.6

Figure 11 provided an indication that the effectiveness of obtaining the highest factor quality is 0.892, followed by efficiency of 0.811, punctuality with a value of 0.599 and the smallest is work quality with a value of 0.531. These results indicated, the effectiveness is the most important role in improving performance.

Performance Satisfaction Variable Profile (Z)

The profile of the research of job satisfaction variables can be presented in Figure 12.

Figure 12. Factor Quality and Average Performance Satisfaction (Z)

Indicator	Factor Quality (Outer Loading)	Rerata (Mean)
Profession	0.773	4.5
Wages	0.765	4.5
Supervisor	0.654	4.0
Work Colleague	0.677	4.7

Figure 12 provided an indication that wages have the highest factor quality, which is 0.773, followed by wages of 0.765, co-workers with a value of 0.677 and the lowest is supervisors with a value of 0.654. These results indicated that work has the most important role in increasing job satisfaction.

V. Discussion

Based on the research results that has been stated in the previous sub-chapter, the following research findings \ discussed as follows:

Work Ability has a Positive and Significant Impact on the Performance of PT. Garuda Indonesia Cabin Crew Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that work ability had a positive and significant effect on crew performance. This result meant that the increased work ability of the cabin crew improved the performance of the cabin crew in the field amid the Covid-19 pandemic. The results of this research are in accordance with the theory of Robbins (2012), work ability is an individual's capacity to carry out various tasks in a particular job. In research, Lilis (2017) argues that work ability has a significant effect on employee performance.

Remuneration didn't Affect Cabin Crew Performance PT. Garuda Indonesia Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that remuneration had no effect on cabin crew performance. This result meant that the delayed remuneration was not affect the performance of cabin crew in the field amid the Covid-19 pandemic. The results of this research are in accordance with Budi's research (2017) concluding that remuneration such as incentives does not affect employee performance. Meanwhile, research by Febyana, Suprayitno and Lamidi (2016) concluded that remuneration has a significant effect on employee performance.

Work Ability has a Positive and Significant Effect on Job Satisfaction of PT. Garuda Indonesia Cabin Crew Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that work ability had a positive and significant effect on cabin crew job satisfaction. This result meant that the higher the work ability of the cabin crew in the midst of the Covid-19 pandemic, the job satisfaction of the cabin crew also increased on the job satisfaction. Avissa's research (2018) argues that there is an influence of work ability on job satisfaction.

Remuneration has a Positive and Significant Effect on Job Satisfaction of PT. Garuda Indonesia Cabin Crew Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that remuneration has a positive and significant effect on cabin crew job satisfaction. This result meant that remuneration pay on time affected the cabin crew job satisfaction in the midst of the Covid-19 pandemic. The results of this research are in accordance with the results of Suciato's research (2016) which concludes that remuneration has a positive effect on job satisfaction.

Whereas

Job Satisfaction has a Positive and Significant Effect on the Performance of PT. Garuda Indonesia Cabin Crew Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that job satisfaction has a positive and significant effect on the performance of cabin crew. This result meant that the high job satisfaction improved the performance of cabin crew in the field in the midst of the Covid-19 pandemic. The results of this research are in accordance with the research results of Zulkifli, Erwin and Ikhsan (2021) concluding that job satisfaction has a positive effect on performance but does not significantly affect performance. In Rizki's research, Agustina and Afriyadi (2018) concluded that there is an influence between job satisfaction and performance.

Work Ability Didn't Affect the Performance of PT. Garuda Indonesia Cabin Crews Through Job Satisfaction as a Mediation Variable Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that work ability had no effect on cabin crew performance through job satisfaction as a mediating variable. This result meant that the cabin crew work ability in the field didn't affect cabin crew performance through cabin crew job satisfaction in the midst of the Covid-19 pandemic. The results of this research are in accordance with Aprina (2017) research, concluding that ability has a positive and significant effect on employee performance job satisfaction.

Remuneration Has No Effect on Cabin Crew Performance Through Job Satisfaction as a Mediation Variable Amid the Covid-19 Pandemic.

Based on the results of hypothesis testing, it was found that remuneration had no effect on cabin crew performance through job satisfaction as a mediating variable. This result means that delaying cabin crew remuneration payments in the field didn't affect cabin crew performance through cabin crew job satisfaction in the midst of the Covid-19 pandemic. The results of this study are in accordance with Ristiyan's research (2020), concluding that job satisfaction mediates between remuneration variables on performance employee.

VI. CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the research and results of questionnaires, that the data analysis which distributed to the cabin crew at PT. Garuda Indonesia, with the effect of work ability and remuneration on cabin crew performance in the midst of the Covid-19 pandemic with job satisfaction as a mediating variable at PT. Garuda Indonesia, it can be concluded:

1. Work ability has been proven to have a positive and significant effect on the performance of the cabin crew of PT. Garuda Indonesia.
2. Remuneration is proven to have no effect on the performance of the cabin crew of PT. Garuda Indonesia.
3. Work ability has been proven to have a positive and significant effect on job satisfaction of the cabin crew of PT. Garuda Indonesia.
4. Remuneration has been proven to have a positive and significant effect on the job satisfaction of the cabin crew of PT. Garuda Indonesia.
5. Job satisfaction has been proven to have a positive and significant impact on the performance of the cabin crew of PT. Garuda Indonesia.
6. Work ability proved to have no effect on performance through the job satisfaction of the cabin crew of PT. Garuda Indonesia.
7. Remuneration is proven to have no effect on performance through the job satisfaction of the cabin crew of PT. Garuda Indonesia.

Suggestions

Based on the discussion that has been presented in the previous chapter, suggestions can be put forward both for the development of knowledge as well as management interests and further research. The research suggestions explained as follow:

1. Based on the results of the research, it recommended that the cabin crew of PT. Garuda Indonesia need to increased the performance factor (Y) as a direct influence where the cabin crew must further increase effectiveness while maintaining other performance indicators in order to create better cabin crew performance in the midst of the Covid-19 pandemic. The job satisfaction factor (Z), as an indirect influence of this research is recommended that cabin crew continued to improve their work while maintaining other job satisfaction indicators in order to create better cabin crew performance in the midst of the Covid-19 pandemic.
2. The management needed to improve the important factors that directly affect the performance of the cabin crew of PT. Garuda Indonesia.
3. For the future research, it expected to add other independent variables that affect the dependent variable as well as through mediating/intervining variables in order to better complement and influence the performance of cabin crew.

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