

# Analisis pengaruh high-performance work practices terhadap performance outcomes dengan mediasi career satisfaction dan work engagement pada pramugari maskapai penerbangan Indonesia = The effects of high-performance work practices towards performance outcomes through career satisfaction and work engagement on flight attendant in Indonesia airlines

Rika Ayu Rahmawati, author

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## Abstrak

Tingginya tingkat persaingan di industri penerbangan saat ini mengakibatkan maskapai penerbangan harus berusaha untuk bisa tetap bertahan. Pemberian pelayanan yang berkualitas merupakan salah satu hal yang dapat menjadi daya saing bagi perusahaan maskapai penerbangan Indonesia untuk tetap dapat bersaing. Pramugari merupakan rekan strategis bagi perusahaan maskapai penerbangan karena merupakan pelaku utama dalam pemberian pelayanan yang berkualitas dan penanganan terhadap keluhan serta masalah penumpang secara efektif.

Pramugari berpotensi menghadapi stres dalam melakukan pekerjaannya yang dapat mengakibatkan perilaku kasar dalam melayani penumpang. Oleh sebab itu, perusahaan maskapai penerbangan harus dapat memotivasi pramugari untuk melakukan pekerjaannya dengan sukses. Salah satu hal yang dapat dilakukan oleh perusahaan adalah menerapkan high-performance work practices. Penerapan high-performance work practices di perusahaan diharapkan akan dapat meningkatkan career satisfaction dan work engagement yang selanjutnya akan mempengaruhi kinerja pramugari.

Penelitian ini bertujuan untuk mengetahui pengaruh high-performance work practices, terhadap job performance dan service recovery performance dengan career satisfaction dan work engagement sebagai mediasi menggunakan Structural Equation Modeling (SEM). Data penelitian diperoleh dengan menyebarkan kuesioner secara online dan offline terhadap 180 pramugari maskapai penerbangan Indonesia.

Hasil penelitian menunjukkan bahwa high-performance work practices memiliki pengaruh tidak langsung terhadap job performance dan service recovery performance. Hasil-hasil tersebut dibahas lebih jauh dalam penelitian ini.

The high level of competition in the aviation industry currently results in airlines having to try to survive. Providing quality services is one of the things that can be a competitiveness of Indonesian airline companies to remain competitive. Flight attendants are strategic partners for airlines because they are the main actors in providing quality services and handling passenger complaints and problems effectively. Flight attendants have the potential to deal with stress in carrying out their work which can lead to abusive behavior in serving passengers. Therefore, airline companies must be able to motivate flight attendants to do their jobs successfully. One of the things that can be done by companies is implementing high-performance work practices. The implementation of high-performance work practices in the company is expected to be able to improve career satisfaction and work engagement which will further affect the performance of flight attendants.

This study aims to determine the effect of high-performance work practices, on job performance and recovery performance services with career satisfaction and work engagement as mediation using Structural

Equation Modeling (SEM). The research data was obtained by distributing questionnaires online and offline to 180 Indonesian airline flight attendants.

The results show that high-performance work practices have an indirect influence on job performance and service recovery performance. These results are discussed further in this study.</i>