

Effect Of Cultural Intelligence, Emotion Regulation on Burnout Towards Airline Employees

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Abstract

As the development of the aviation industry, airports often work continuously with operations 24 hours a day, seven days a week, causing many requests for passengers to travel. With the large number of requests, the more frequent interactions between employees and passengers, but not all interactions can run well, a lot of bad events happened on the airlines. The purpose of this study was to determine whether there was an influence between cultural intelligence, emotional regulation on burnout at airline X employees. The participants in this study were 62 airline X employees. The data analysis technique used in this study was multiple linear regression. The results showed that cultural intelligence and emotional regulation had no effect on burnout at airline X employees.

Keywords: cultural intelligence; emotional regulation; burnout; airline employees

1. Introduction

Jobs engaged in the service sector are growing rapidly, mainly due to the development of increasingly advanced technology, one of which is a company engaged in air transportation. Air transportation provides flight services by carrying passengers from one area to another, even being able to carry from one country to another. This causes people to choose air transportation services to travel with advantages in speed and time efficiency (Yulianto, 2010).

Air transportation is increasingly becoming an option in transportation, this is due to developments in the aviation industry with the opening of new routes in areas almost all over Indonesia. The increase in the number of passengers will affect the airline company, not least related to human resources in the company. Associated with airlines that provide flight services for passengers, burnout is something that may be experienced by employees of an airline company.

Burnout is a term first put forward by Freudenberg in 1974, which is a representation of a psychological stress syndrome that shows a negative response as a result of work pressure (Katarini, 2011). In general, ordinary people refer to several complaints such as feelings of confusion, sleeping difficult, hopelessness, lack of enthusiasm, depression, and the urge to end life as stress, but actually the appropriate psychological term to describe these conditions is burnout (Laili, 2014).

In an organization, high employee burnout can lead to negative organizational outcomes, such as job dissatisfaction, low organizational commitment, low job performance, and increased employee turnover (Schaufeli & Bakker, 2004). Regarding the aviation industry, a study conducted by Chen and Kao in 2010 entitled "Burnout and Isolation among Flight Attendants: A Test of the Job Demands-Resources Model" states that, job demands and resources have a relationship with health and job performance problems through burnout. In addition, work resources related to work performance through peer isolation among flight attendants. These findings support the main assumptions of the JD-R model, and the pathway between job demands and health-burnout problems is shown. In particular, job demands are the main initiators of burnout, which in turn impairs personal health. In addition, the results also confirm the work-family disruption in flight attendants, and the lack of support and career advancement, all lead to burnout, which directly affects job performance.

The aviation industry is currently experiencing a fairly rapid development with a large number of requests for passengers to travel for business or leisure purposes. Indonesia is an archipelagic country with a variety of cultures where each culture has its own values. These things can be reflected in a domain called cultural intelligence. Cultural intelligence is defined as an individual's ability to function and manage effectively in culturally diverse settings (Ang & Dyne, 2008). Cultural understanding requires knowledge of one's own culture and other cultures. Cultural understanding also includes flexibility and the ability to transfer experiences from one culture to another (Susanto, 2011).

Cultural intelligence is important because when doing business with people from different cultural backgrounds, misunderstandings can often occur, and as a result, lower levels of cooperation and productivity (Robbins & Judge, 2008). Cultural intelligence allows people to know how other people think and then respond to these behavioral patterns. An individual with high cultural intelligence will be able to learn in a new cultural environment and enjoy facing a new culture (Deng and Gibson, 2008).

Flight attendants make up the majority of customer service employees in the airline industry. Compared to employees in other departments, flight attendants have a higher frequency of dealing directly with clients. In the aviation industry, flight attendants are referred to as the front liner of an airline (Yuan, 2005). However, there are several activities carried out by passengers at the airport, namely pre-flight and post-flight. With the number of incoming flights, it will also have a big impact on companies in the field of passenger service (ground handling) at the airport. Related research on Cultural Intelligence conducted by Isfahani, Jooneghani and Azar in 2013 entitled "Analyzing the Effects of Cultural Intelligence on Employee Performance in Azaran Industrial Group (Isfahan Province)" states that there is a positive and meaningful relationship between cultural intelligence and performance employees at Azaran Company.

As the aviation industry evolves today, airports often work continuously with operations 24 hours, seven days a week. Labor demands are subject to high variations at different times of the day. This causes a large number of requests for passengers to travel for business or leisure purposes. With so many requests, the interaction between employees and passengers is getting more frequent, but not all interactions can run well, there are many unfortunate incidents that occur on airlines where passengers report complaints, even to the point of getting emotional and using inappropriate words. This causes employees to be often exhausted with endless workloads.

As a result of the workload, an employee needs to take care of his body condition, including his emotions. An airline employee is required to be able to work effectively, efficiently, and professionally, especially being friendly to passengers. Even though the work demands are high, employees must continue to do their jobs well. This is related to how individuals are able to deal with difficult work situations so that they are able to manage negative emotions that arise and direct them to positive things.

Emotional management can be called emotion regulation. Emotion management is an individual's way to determine the emotions that are felt, when emotions arise, and how individuals express and know those emotions (Fridja, 1986). Restoring emotion regulation is one of the most important aspects so that the emotions felt by individuals can return to balance. Emotion regulation is a form of individual control over their emotions. Gross (2007) defines emotion regulation as a strategy that individuals do consciously or unconsciously to maintain, strengthen or reduce one or more aspects of emotional response, namely emotional experience and behavior. A good ability to manage emotions will increase the individual's ability to deal with various situations from the environment that trigger emotions.

Good emotional regulation will help employees in dealing with unexpected situations that come from passengers, as well as in dealing with other work demands that can trigger negative emotions. Airline employees with good emotional regulation are expected to create a conducive atmosphere and have good work performance and social relations. Meanwhile, poor emotional regulation will have an impact on psychological health, performance, and social relations between employees and their work environment, be it passengers, co-workers, and so on.

Based on the description above, the researcher is interested in seeing whether cultural intelligence and emotion regulation have an effect on airline employee burnout. The researcher is interested in the subject because the job requires extra energy and the ability to communicate with passengers from various cultures.

This study aims to empirically examine the effect of cultural intelligence (CQ) and emotion regulation on burnout in airline employees.

2. Research Method

This study involved employees at airlines, especially ground staff and flight attendants. Due to the limitations of the researcher to reach the entire population, the researcher only examined a part of the entire population that was used as the research subject or known as the sample. The samples that became the sample in this study amounted to 62 people, male and female. The reason the researcher took the sample is because the work has a higher frequency in communicating or dealing directly with passengers.

Burnout is a suppression reaction or psychological syndrome that describes the emotional condition of a person who feels tired, emotionally, mentally, and physically saturated due to the increased work demands, characterized by lack of or difficulty concentrating, pessimism, and difficulty in making decisions. The burnout scale is based on the burnout dimensions stated by Maslach (in Farber, 1991) namely emotional exhaustion, depersonalization, and low personal accomplishment. The scale in this study has a reliability value of 0.890.

Cultural Intelligence is a consistent individual ability, connected by cultural metacognition that allows it to adapt effectively to new cultural contexts and adapt to cross-cultural environments or situations. The cultural

intelligence scale in this study was compiled based on the dimensions of cultural intelligence proposed by Earley & Ang (2003), namely metacognitive CQ, cognitive CQ, motivational CQ, and behavior CQ. The cultural intelligence scale in this study has a reliability value of 0.922.

Emotion regulation is an individual process both consciously and unconsciously in regulating feelings, physiological reactions and cognition to maintain and strengthen individual emotional responses. The emotion regulation scale in this study uses a scale based on the five stages of emotion regulation according to Gross (2007), namely situation selection, situation modification, attention opening, cognitive change, and response adjustment. The scale in this study has a reliability value of 0.905.

This study uses multiple linear regression analysis, namely to determine the effect of two independent variables, namely Cultural Intelligence (X1), Emotion Regulation (X2) on the dependent variable Burnout (Y). All data analysis techniques use SPSS version 21 for Windows.

3. Results

After collected the data, the multiple regression analysis hypothesis test results in the F test obtained a significant value of 0.441 ($\alpha < 0.05$) and the F hit value was 0.830, it could be concluded that the hypothesis was not accepted, that were cultural intelligence and emotion regulation did not have an effect on burnout.

Table 1. Multiple Regression Result

R. Square	.027
F Test	.830
Sig.	.441

After taking the data, based on the result of the multiple regression analysis hypothesis test in Table 1, the effect of the independent variable on the dependent variable is (R Square) 2.7%, the rest are other factors outside the study. Judging from the F test of 0.830 with a significance of 0.441. Therefore it can be concluded that there is no influence of cultural intelligence and emotion regulation on burnout in airline employees because the significance is > 0.05 .

Table 2. Regression Test

X Variable	Standardized Coefficients		t	Sig.
	Beta			
Cultural Intelligence	-.118		-.873	.386
Emotion Regulation	.084		.617	.539

Based on the results of the regression analysis hypothesis test in Table 2, the cultural intelligence variable has no significant effect on the dependent variable with a value of 0.386. Likewise, the emotion regulation variable has no significant effect on the dependent variable with a value of 0.539 ($\alpha < 0.05$).

4. Discussion

This study aims to empirically examine the effect of cultural intelligence (CQ) and emotion regulation on burnout in airline employees. The empirical test results from 62 subjects showed that the hypothesis in this study was rejected. Based on multiple regression analysis, the results of the multiple regression analysis hypothesis test in the F test obtained an F hit value of 0.830 with a significance level of 0.441 which means that there is no influence of cultural intelligence and emotional regulation on burnout in airline employees.

Although the results of the study show that cultural intelligence and emotional regulation have no effect on employee burnout of airline X, this does not mean that there are no employees who experience burnout. Actions need to be taken to reduce the burnout condition to ensure higher work performance and productivity. This study also emphasizes the importance of cultural intelligence and emotion regulation as an effective way to manage both the management of emotions and the management of cultural differences between individuals in an environment that enhances social interaction between individuals and the global world. Cultural intelligence and emotion regulation can also be a benchmark for someone in adapting, if a person can adapt well then he can more easily establish relationships with other people and he can better understand and manage his emotions appropriately. This can cause employees to perceive their work environment as pleasant, thus it can be related to their burnout level.

This research certainly has limitations. First, cultural intelligence is a new construction. Thus, there is very little research on this as well as the steps. Second, the sample only comes from one country, therefore there are not many subjects in the study and need to be expanded and the time for preparation as well as the research is still inadequate.

5. Conclusion

Based on the results of the study, it can be concluded that cultural intelligence and emotional regulation have no effect on burnout in X airline employees.

6. Suggestion

The company is expected to be able to recognize, anticipate and minimize the occurrence of burnout which can affect the physical and psychological conditions of employees. In addition, the researcher suggests that researchers who are interested in uncovering burnout, cultural intelligence and emotion regulation, should involve other variables that have the potential to influence the variables themselves such as: job performance, emotional intelligence, and other variables, given the complexity of the factors that influence the human behavior.

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