

THE ROLE OF BELONGINGNESS FOR CABIN CREW: BETWEEN WORK PASSION AND JOB SATISFACTION

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Abstract: Efforts to increase the job satisfaction of cabin crews must be a priority because their job satisfaction determines the services they provide to passengers throughout the flight. Factors that determine cabin crew job satisfaction include work passion and role of belongingness. This study examined the role of belongingness in the effect of work passion on the job satisfaction of cabin crews. The sample population was cabin crew in the Jakarta area who worked for various airlines. The sample was 70 respondents. The sampling technique used was non-probability sampling, with the convenience sampling method. This study performed validity and reliability tests; p plots normality tests, descriptive statistics, and Preacher Hayes analysis. The analysis method used The Simple Mediation Model, processed through SPSS Process 23.00. The results show that work passion positively affects both the role of belongingness and job satisfaction, and the role of belongingness positively affects job satisfaction. Job satisfaction is affected by the passion for work with the mediating variable role of belongingness. In conclusion, the role of belongingness has been proven to mediate the effect of work passion on job satisfaction for cabin crews in Jakarta.

Keywords: job satisfaction, the role of belongingness, work passion

A. INTRODUCTION

The aviation industry is one of the busiest and most crowded industries globally, including in Indonesia, especially for long distances traveling between cities and countries. The operational activities of the aviation industry during the flight are assisted by the cabin crew, consisting of flight attendants and crew members of ships or airplanes who serve in the cabin section to serve passengers (Kamus Besar Bahasa Indonesia, 2021).

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The cabin crew works in three main areas: safety, security, and passenger service. First, the cabin crew must ensure that no one is injured during the flight as part of their safety duties. It is done by ensuring that passengers fasten their seat belts in the seat, especially when they experience turbulence, to prevent them from being thrown out of the cabin. Service-related things and debris must be stored appropriately to avoid being scattered around in the cabin during take-off, landing, and turbulence. Second, the cabin crew has to pay attention to passengers who suddenly get injured or are exposed to the disease by applying airline procedures. In addition, aircraft aisles must be kept clean, not only for reasons of convenience but also to reduce the risk of tripping. Another task that the cabin crew must carry out is the duty of security by ensuring that there are no unknown objects on board the aircraft which have the potential to cause hazards and no activity that interferes with smooth flight. Finally, it is a passenger service task that includes serving food and beverages and being proactive to passenger requests during the flight (Damos, Boyett, & Gibbs, 2013).

Business competition between airlines in Indonesia is very fierce. Each airline strives to be the airline of choice for passengers. The cabin crew is at the forefront of serving and interacting with passengers while traveling on the plane. For this reason, cabin crew job satisfaction is crucial. Cabin crew job satisfaction is a factor that determines work customer orientation. Efforts to increase cabin crew job satisfaction must be a priority because their job satisfaction and pleasant mind increase work customer orientation and provide needed information and services (Park & Park, 2019).

Malik and Yusuf (2018) suggest that cabin crew job dissatisfaction can lead to undisciplined behavior at work such as not bringing the complete documents needed, appearance not in accordance with airline regulations, not helping passengers to show seats and helping arrange goods during boarding, and being unfriendly to passengers.

Factors that can determine cabin crew job satisfaction include work passion and role of belongingness. As supporting data, the authors interviewed cabin crews from an airline related to the cabin crew's passion for their work or work passion. They said most cabin crews chose this profession because they like socializing with other people and want to understand various cultures worldwide. They also desire to learn to become more independent, or it could be

stated that the resource person and colleagues around them had passion before finally deciding to work in this field.

Spehar, Forest & Stenseng (2016) stated that passion is a strong tendency toward liked and considered necessary activities, so someone is willing to devote a lot of time and energy to these activities. The cabin crew must be willing to carry out their duties. The priority of the cabin crew is the salvation and cosiness of passengers, which means that a cabin crew must have the sense to prioritize passengers first and put themselves second. Someone can only continue to work with significant risks and fly for hours, which is solid if he has a great interest in this field.

According to Vallerand et al. (2003), more specifically the cabin crew profession will be linked and limited to harmonious passion, part of the dualistic model of passion and obsessive passion. Harmonious passion is the autonomic internalization that drives people to engage in activities they enjoy. Meanwhile, obsessive passion refers to the restrained led internalization of an individual's rehearsal of identity, which creates internal pressure to engage in activities one enjoys. Harmonious passion should lead to more significant positive and fewer adverse effects, compared with obsessive passion in the time of the individual's involvement in the task. For this reason, this article limits work passion only to the harmonious passion dimension.

The cabin crew profession that is carried out based on passion will produce positive results and be shown the final result in job satisfaction. It can also be assumed that for an employee to be considered to have job satisfaction, they must have a passion for their work (Pathak & Srivastava, 2020). According to Spehar, Forest & Stenseng (2016), harmonious passion directly affects job satisfaction instead of obsessive passion, which does not affect job satisfaction.

In addition, the cabin crew must build interpersonal relationships at work, namely social associations, connections, or affiliations between several people in an organization (Nwinyokpugi & Omunakwe, 2019). Communication skills, part of soft skills, are fundamental for a worker (PopescuMitroi et al., 2015). Communication skills are a prerequisite for professional success; therefore, worker communication competency is mandatory to be able to accept and express opinions to consumers and superiors in carrying out their work (Soetedja, 2020). It is also true for cabin crew profession. However, several studies from experts stated that possess-

ing a great passion for work takes time to ensure that the individual will experience positive emotional outcomes at work (Spehar, Forest & Stenseng, 2016).

Meanwhile, harmonious passion is required to encourage closer and more meaningful relationships through more positive and autonomous involvement in activities. Therefore, the belongingness variable will mediate the correlation between harmonious passion and job satisfaction. Belongingness alone plays a vital role in establishing positive interpersonal relationships in the workplace (Pathak & Srivastava, 2020). Positive interpersonal relationships also assist in positive emotions in the workplace (Pathak & Srivastava, 2020). Belongingness, or in another sense, ownership, is included in the Self Determination Theory section. It is an essential factor in a macro theory related to motivation and human well-being (Ryan & Deci, 2000). This theory consists of three psychological needs (Ryan & Deci, 2000), namely: (1) Autonomy consists of a will, voice, and initiative; (2) Competence, which covers optimal effectiveness and challenges; (3)—linkage, which consists of connectedness and ownership. Hagerty et al. (1992), stated that ownership could also be interpreted as an experience of individual involvement in a system to feel like an integral part of the system. Based on Spehar, Forest & Stenseng (2016), respondents with a stronger sense of ownership will also feel greater job satisfaction than those with a lower sense of ownership. Belongingness is also found to mediate the influence of harmonious passion on job satisfaction.

This article will make an important contribution in efforts to increase cabin crew job satisfaction by taking into account the work passion variable on the harmonious passion dimension, and the role of belongingness. The research question in this study are:

1. Does work passion affect the role of belongingness?
2. Does work passion affect job satisfaction?
3. Does the role of belongingness affect job satisfaction?
4. Does work passion affect job satisfaction mediated by the role of belongingness?

B. LITERATURE REVIEW

1. Work Passion

According to Septia (2016), passion is a love drive that fosters excitement and genuine love for something. Meanwhile, according to Vallerand et al. (2003),

passion is a powerful tendency towards liked and considered necessary activities. Someone will invest or give their time and energy to these activities. According to Gilal et al. (2019), passion drives motivation, enhances well-being, and delivers meaning to individual lives. Pradhan, Panda, & Jena (2017) stated that passion also includes challenges, ease, and joy in work, turning goals into effective performance.

Work passion enables creativity and innovation, encourages employees to seek new sources of knowledge and possibilities, and builds relationships inside and outside the company to take advantage of the latest reasoning and insights (Johri, Misra & Bhattacharjee, 2016). Employees with passion are talents that need to be developed by the organization (Srivastava, 2012).

Vallerand et al. (2003) argued two kinds of passion through a dualistic model: harmonious and obsessive. Two kinds of passion depart from Self Determination Theory, according to Ryan and Deci (2000). The fundamental human tendency towards a higher-order organization occurs through the integration process of organisms by requiring that someone become more complex over time in the relation of the self's components and the internalization of elements from the environment. Vallerand and Verner-Fillion (2013) stated that activities that an individual likes will be internalized in the individual's identity as long as these activities are precious and meaningful to the individual.

a. Harmonious Passion

Harmonious arousal is the autonomous internalization that directs someone to engage in activities they like. This type of passion yields from the autonomous internalization of the behavior into the individual's identity. It happens when someone has freely admitted crucial activities without any uncertainty. This type of internalization is the strength of motivation to participate in an activity voluntarily and is an awareness of willingness and personal support to pursue the action. In other words, the individual will personally control the activities he likes. It can be stated that harmonious passion occupies a remarkable space but is not very strong in an individual's identity and is also in congruence with other aspects of life. Harmonious passion should guide to more significant positive and fewer adverse effects than obsessive passion through individual involvement in

tasks. It means that harmonious passion maximizes experiences that cause positive effects and minimizes experiences that cause negative effects. The autonomous internalization of the activities carried out leads to task involvement that tends to be more flexible so that individuals will experience fuller task involvement. Vallerand and Verner-Fillion (2013) stated that a harmonious passion would enable the individual to focus on the job and also share positive results throughout job engagement, such as positive influence, concentration, and after-job involvement of positive effects. In general, it can lead to life satisfaction. Individuals with a harmonious passion can also determine not to work on certain days. Even if necessary, individuals can choose to end the work if they feel that the work has become an enduring negative element in their lives. Therefore, this study is limited only to harmonious passion because of the expectation of positive results.

b. Obsessive Passion

Obsessive passion indicates the controlled internalization of action in an individual's identity, which ultimately generates internal pressure to participate in an action that the individual enjoys. It results from controlling the activities into an individual's identity and appears from intrapersonal and interpersonal pressure. The joy they get from their activities becomes uncontrollable, so they will feel compelled to continue being involved with their passion. Even though the individuals like his activities, they will feel obligated to be involved due to internal contingencies that control them. Ultimately, the individual cannot be engaged in activities based on passion. When controlling these individuals, passion must run by itself. In the end, obsessive passion will take up a disproportionate room in the individual's identity and cause conflict with other actions in harmony with one's life. Individuals will be controlled by the activities they like, which is the opposite of harmonious passion. Obsessive passion is correlated with behaviour, which causes intrapersonal and interpersonal conflicts, like stiff persistence with working on vacations, bringing work home, and thinking about the job after work hours are over (Forest et al., 2011). Obsessive passion can harm individuals because it can lead to a lack of optimal function in determining limits on activities that involve passion due to the individual's lack

of flexibility (Vallerand & Verner-Filion, 2013). According to Vallerand et al. (2003), obsessive passion can cause negative effects on individuals' task involvement; hence, this research limits obsessive passion.

Perttula (2004) cited several characteristics of passion: meaningful connection, internal drive, work absorption, subjective vitality, and joy. Three main factors underlie employees' passion for their work, as revealed by Zigarmi et al. (2011), namely organizational factors, work, and moderation.

2. Job Satisfaction

Job satisfaction defines as the psychological attribute employees that he enjoys (Shaju & Durai, 2017). Job satisfaction is a positive feeling about a job yielding from assessing its attributes (Robbins & Judge, 2017). According to Putra, Sapta & Suardhika (2021), job satisfaction is a psychological characteristic representing feelings about the job. Employees will feel pleased with the compatibility of their skills, abilities, and expectations. Job satisfaction is when employees feel pleasure from their job or positive emotional of employees due to evaluating their performance (Spehar, Forest & Stenseng, 2016). According to Wright, Cropanzano, & Bonett (Sutanti & Sandroto, 2021), job satisfaction describes employees' feelings or affective states of employees about their work, and an assessment of the job or work situation is considered the most. Someone who has high job satisfaction possesses positive feelings about the job. It is inversely proportional that if someone has a low level of job satisfaction, he can generate negative feelings (Baliartati, 2016). Job satisfaction increases a sense of pleasure towards the work from the perspective of the employees (Puspitawati & Yuliawan, 2018). Job satisfaction includes all the job characteristics and also the work conditions that can make employees perceive appreciated, supported, and satisfied (Rihayana, Salain & Rismawan, 2021). Job satisfaction for each employee is highly individual because it depends on the employee's character (Mohyi, 2021).

Robbins & Judge (2017) proposed five dimensions of job satisfaction: current work, salary, promotion, boss, and co-workers. Job satisfaction positively impacts employees: individuals with higher job satisfaction will generate better performance, organization citizenship behavior, customer satisfaction and loyalty,

and life satisfaction (Robbins & Judge, 2017). According to Herzberg's theory, intrinsic factors increase employees' motivation, while extrinsic factors tend to decrease motivation when they are absent. These motivations will directly affect the employees' job satisfaction and performance (Lam et al., 2020).

3. Role of Belongingness

Ryan & Deci (2000) stated that belongingness is one part that is included in the self-determination theory. In addition, humans are inherently directed at activities that meet psychological needs, which are stated by Ryan and Deci (2000) in the form of autonomy, competence, and relatedness. Everyone is assumed to have these needs innately so that the level of satisfaction of one's needs can be hypothesized to predict positive work-related outcomes (Deci, Baard, & Ryan, 2004), namely: (1) Autonomy, the individuals' desire to feel personal initiative, consists of a will, voice, and initiative; (2) Competencies occur when individuals want to interact effectively with the environment, including optimal effectiveness and challenges; and (3) Connectedness, the individual's desire to feel connected to other meaningful people, consists of relatedness and belonging. Meanwhile, ownership or a sense of belonging will be deepened through this study.

A sense of belonging can be interpreted as participation in individual connection in a system or environment so an individual can perceive it as an integral part of the system or environment (Hagerty et al., 1992). It is different from Baumeister and Leary (1995). They stated that belongingness needs to be owned to mold and keep at least a bottom-level quantity of interpersonal relations and be prepared innately among humans. Meanwhile, Pathak and Srivastava (2020) stated that ownership or belongingness is a sense of security resulting from feeling accepted and supported in the workplace.

Hagerty et al. (1992) suggested that the measurement scale related to the role of belongingness is further divided into two dimensions: dimensions of valued involvement & fit and dimensions of antecedents.

Sense of Belonging Instrument % Psychological State (SOBI-P) is the scale that represents the psychological state of ownership. This grouping touches on the initial dimensions proposed, namely valued involvement and fit. SOBI-P

becomes a reference for critical psychological experiences that affect individuals' social and psychological processes.

Sense of Belonging Instrument % Antecedents (SOBI-A). SOBI-A represents the proposed antecedents or indicators of a sense of ownership that taps the desire and ability to develop belongingness. It can also be said that SOBI-A reflects the motivation to emerge belongingness to individuals. Lampinen et al. (2018) have classified six factors that affect belongingness: open interaction, common values, influential conversation culture, leadership structure, support and encouragement, and the shared vision of work and goals.

C. PREVIOUS STUDIES

Spehar, Forest & Stenseng (2016) examined the mediation effect of the role of belongingness between passion for work and job satisfaction. The results showed a direct impact of harmonious passion on job satisfaction and found partial mediation. The direct effect is substantially reduced when belongingness as a mediating variable is included. It can be concluded that belongingness partially mediates the impact of harmonious passion on job satisfaction. Obsessive passion is not related to belongingness; thus, obsessive passion has no proven mediation.

Pathak and Srivastava (2020) investigated the relationship between passion for work and job satisfaction of social workers in Delhi and tested the effect of belongingness toward psychological empowerment on associations. This research showed that psychological empowerment and belongingness moderated the relationship between passion for work and job satisfaction. Work passion in this research consisted of harmonious passion and obsessive passion.

Purba and Ananta (2018) aimed to determine the effect of passion for work on the turnover intention by mediating work engagement and job satisfaction from the millennial workforce. The results showed that work passion, consisting of harmonious and obsessive passion, affected work engagement and job satisfaction. Meanwhile, passion for work and work engagement had no direct effect on turnover intention. Also, job satisfaction was stated to impact turnover intention significantly negatively. This study failed to testify to the presence of a work engagement variable as a mediating variable. However, job satisfaction has been

proven to be a mediating variable, showing that passion for work could determine turnover intention by improving job satisfaction. The conceptual hypotheses developed are as follows:

Hypothesis 1: Work passion affects the role of belongingness.

Hypothesis 2: Work passion affects job satisfaction.

Hypothesis 3: The role of belongingness affects job satisfaction.

Hypothesis 4: Work passion affects job satisfaction with the mediating variable role of belongingness.

D. RESEARCH METHOD

1. Data and Measurement

Work passion in this study is limited only to harmonious passion. The harmonious passion instrument consists of 7 items adapted from Vallerand et al. (2003). The measurement of the job satisfaction variable consists of 20 items adapted from Celluci, A. J., and David, L. De Vries (Mas'ud, 2004). The role of the belongingness instrument consists of 18 items using indicators adapted from Hagerty and Patusky (1995) with two measurement indicators: SOBI-P, which includes valued involvement and fit, and SOBI-A, which includes antecedents. All instruments applied a Likert scale of 1–5, from strongly disagree (1) to strongly agree (5).

2. Population and Sample

The population was flight attendants living in Jakarta. This study distributed questionnaires to cabin crew not only from one airline, but from various Indonesian airlines. The reason for the determination of various airlines is because cabin crew job satisfaction should be a concern for all airlines. The authors took a sample of 70 respondents. Sampling was based on the theory proposed by Roscoe in Tan, Yuen & Ha (2018), with the number of questionnaire respondents required to be greater than 30 and less than 500. We used a non-probability sampling technique named convenience sampling. Non-probability sampling is a sampling technique that provides different opportunities for each member of the population to be selected as a sample (Sugiyono, 2017).

3. Statistical Tool

The analysis method used the simple mediation model (Hayes) with macro process. Mediation test using model 4. Processed through SPSS Process 23.00, used ordinary least squares and logistic regression path analysis modeling.

4. Result

The reliability test, validity test, descriptive statistics, p-plot normality test, and Preacher Hayes analysis were carried out in this study. All of the data were normally distributed to fulfil the normality test.

The validity and reliability test results indicate that it is valid and reliable. The range of correlation coefficient for work passion is 0.556-0.638 ($p < 0.05$), the range of correlation coefficient for job satisfaction is 0.285-0.737 ($p < 0.05$), and the range of role of belongingness is 0.39-0.85 ($p < 0.05$). The result of Cronbach's Alpha is as follows: employee work passion: 0.837; job satisfaction: 0.884; and role of belongingness: 0.921. All of these have values greater than 0.7.

5. Description of Respondents

Table 1 Description of Respondents

Respondents	Characteristic	Freq	%
Gender	Male	46	34,3
	Female	24	65,7
Age	18 – 20	2	2,9
	21 – 25	35	50
	26 – 30	20	28,6
	31 – 35	6	8,6
	36 – 40	5	7,1
	> 40	2	2,9
Work in airline	Garuda Indonesia	25	35,7
	Lion Air	11	15,7
	Air Asia	9	12,9
	Sriwijaya Air	7	10
	Batik Air	6	8,6
	Nam Air	3	4,3
	Citilink	1	1,4
	Others	8	11,4

The result in Table 1 shows that females (65.7%) dominate 70 respondents; meanwhile, based on the age range of most of the respondents, 50% have an age range of 21–25, 35.7% work in Garuda Indonesia Airlines, number of years working less than five years (64.3%), and monthly income ranging from Rp10.000.000,00 to Rp15.000.000,00 (45.7%).

6. Analysis of the Simple Mediation Model

Table 2 The Effect of Work Passion on the Role of Belongingness

Model Summary						
R	R-sq	MSE	F	df1	df2	p
,3846	,1479	,3843	11,8036	1,0000	68,0000	,0010
Model						
	Coefficient	se	t	p	LLCI	ULCI
constant	1,4542	,7505	1,9377	,0568	-,0433	2,9518
WP	,5707	,1661	3,4356	,0010	,2392	,9022

Outcome variable: ROB

Based on Table 2, the R square is 0.1479, so the belongingness variable's role can be explained by the work passion variable of 14.79%. At the same time, the remaining 85.21% can be explained by other reasons outside the model. For the t-significance test, it can be seen that the p-value is $0.0010 < 0.05$. LLCI and ULCI are also seen in two different areas, namely 0.2392 and 0.9022 positive, respectively, so they do not pass the 0 points. Hypothesis 1 is accepted: Work passion affects the role of belongingness.

Table 3 The Effect of Work Passion on Job Satisfaction

Model Summary						
R	R-sq	MSE	F	df1	df2	p
,7153	5116	,1565	35,091	2,0000	67,0000	,0000
Model						
	coefficient	se	t	p	LLCI	ULCI
constant	,6484	,4919	1,3180	,1920	-,3335	1,6303
WP	,2334	,1148	2,0329	,0460	,0042	,4626
ROB	,5201	,0774	6,7205	,0000	,3656	,6745

Outcome variable: JS

In Table 3, the R-sq is 0.5116, so it can be stated that the job satisfaction variable can be explained by the work passion and role of belongingness variables by 51.16%. At the same time, the remaining 48.84% can be explained by other variables outside the model. The probability obtained for the F significance test is 0.0000 and smaller than 0.05. The regression model can predict job satisfaction, or it can be said that both work passion and the role of belongingness affect job satisfaction.

Meanwhile, for the direct effect of each variable on job satisfaction, it can be stated that the p-value of work passion is smaller than 0.05, which is 0.0460. LLCI and ULCI are also in the same area, positive at 0.0042 and 0.4626, respectively, so they do not pass the 0 points. Hypothesis 2 is accepted: Work passion affects job satisfaction.

The direct effect of the role of the belongingness variable on job satisfaction shows that the p-value is 0.0000 (less than 0.05), and LLCI and ULCI are 0.3656 and 0.6745; it does not pass the point 0. Hypothesis 3 is accepted; The role of belongingness affects job satisfaction.

Tabel 4 Indirect Effect of Work Passion on Job Satisfaction

	Effect	BootSE	BootLLCI	BootULCI
ROB	,2968	,1104	,0946	,5230

Table 4 shows that when the role of belongingness mediates between work passion and job satisfaction, it will have a significant effect and can be seen from the BOOTLLCI and BootULCI, which have positive values of 0.0946 and 0.5230, respectively. It means that hypothesis 4 is accepted and proven: Work passion affects job satisfaction with the role of belongingness as mediating variable.

E. DISCUSSION

The results aligned with Spehar, Forest & Stenseng (2016) that work passion affects the role of belongingness. Work passion affects job satisfaction. The role of belongingness affects job satisfaction. Work passion affects job satisfaction mediated by the role of belongingness. This study investigated

harmonious variables as a dimension of work passion because only harmonious passion affects job satisfaction by mediating the role of belongingness. Obsessive passion does not have any influence both on job satisfaction and the role of belongingness. Obsessive passion is assumed to minimize positive effects (Spehar, Forest & Stenseng, 2016). It would be better to use it to examine the impact of a variable that has been assumed to have a more significant negative effect on respondents. This study focuses on the positive outcomes that cabin crew can yield, regardless of the negative impact this profession can cause.

Meanwhile, Spehar, Forest & Stenseng (2016) stated that the role of belongingness partially mediated the impact of passion for work on job satisfaction with respondents in the form of ordinary workers. This study finds that the role of belongingness also partially mediated the impact of passion for work on job satisfaction. The results of this study prove the suggestions from previous studies to implement the passion model in the context of work when individuals carry out professions with a higher harmonious passion. Respondents in this study were cabin crew who had a passion before becoming cabin crew.

In addition, based on the calculation of the overall mean score for each variable, it can be stated that work passion is categorized as very high, and job satisfaction and role of belongingness are classified as high, respectively, at 4.50, 3.79, and 4.01. It means that the cabin crew has a very high passion for work, job satisfaction, and a high role of belongingness, with respondent variables consisting of airlines, age ranges, years of service, and various incomes. Of course, individuals who choose the cabin crew profession are passionate about leading to a positive and high-end result, namely job satisfaction. In this study, cabin crew with passion are strengthened by good interpersonal relationships between the cabin crew and the airline to achieve higher job satisfaction.

Job satisfaction for cabin crew also has several aspects that lead to job satisfaction in the work carried out by themselves, namely satisfaction with pay, promotion, co-workers, supervisors, and work itself. Meanwhile, according to the calculation of the mean score, it was found that satisfaction levels from the highest position are the follows: work itself (4.03), co-workers (3.85), pay (3.82), supervisors (3.72), and finally, promotion occupies the lowest position with 3.53. The case promotion mainly happened because of three reasons: there are not many career paths for cabin crew starting from junior and senior cabin

crew as executor; Maitre D' Cabin as coordinator in each class ranging from economy class, business class, to first-class; and Flight Manager Service which is the highest level in cabin crew career path (<https://campus.quipper.com>, 2021).

However, the mean score of satisfaction with promotion is high, which means that satisfaction with promotion for cabin crew is high. Individuals who choose cabin crew as their profession based on their passion tend to believe that they have the capability and deserve this profession in the first place. However, they should have known that their career path has few choices that can be done by searching for information before registering. Nonetheless, they are still satisfied with the level of promotion they get in the airline where they work, both as information providers during the training period and after they are officially confirmed as cabin crew.

F. CONCLUSION

Based on the results of this study, we found that work passion positively affects the role of belongingness. Work passion also positively affects job satisfaction, and the role of belongingness positively affects job satisfaction. The role of belongingness has proven to mediate the impact of work passion on job satisfaction for cabin crews in Jakarta. The results of this study can be used by the aviation industry to increase cabin crew job satisfaction by increasing work passion in a harmonious passion which can increase the role of belongingness of cabin crew and ultimately increase cabin crew job satisfaction.

G. LIMITATION

The sample in this study was cabin crew from various airlines in Indonesia. This study generalizes that the results are the same for each cabin crew from various airlines in Indonesia. It could be a research weakness where it is not certain that all cabin crew at each airline will have the same results. Future research should examine cabin crew for each airline to obtain more accurate research results.

The cabin crew studied were only those living in Jakarta, but it was not examined whether cabin crew outside Jakarta would get the same or different

research results. If further research is to be carried out, the cabin crew studied will be in Jakarta and throughout Indonesia for each airline. Future research is recommended to increase the number of samples to get closer to the actual conditions.

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