

Employee Performance in Aviation Industry Based on Koopman's Individual Work Performance Questionnaire (IWPQ)



Lohana Juariyah¹, Dimas Syah Putra², Syihabudhin³

^{1,3}Management Department, Universitas Negeri Malang, Indonesia

²PT. Cahaya Baja Indonesia, Jakarta, Indonesia

ABSTRACT: Introduction/Main Objectives: The purpose of this study was to analyze the employee performance conditions of PT. Garuda Indonesia (Persero) Tbk after the Covid-19 pandemic

Background Problems: Performance is one of the important variables for the company, including Garuda Indonesia. As an air transportation service company with excellent service, Garuda Indonesia must always maintain the company's performance through its employees in order to achieve the company's vision and mission, especially after the Covid-19 pandemic which suppresses the business conditions of airline companies.

Novelty: Employee performance evaluation so far using general instrument of evaluation rather than individual (personal evaluation). Therefore, this research try to analyse employee performance through individual work performance questioner develop by Koopman.

Research Methods: This research is descriptive quantitative research by using the IWPQ (Individual Work Performance Questioner) performance assessment instrument found by Koopman which consists of three assessment indicators: Task Performance, Contextual Performance, and Counterproductive Behavior. Researchers' analyzed then report the condition of each indicator of Garuda Indonesia's employee performance

Finding/Results: The results of the study show that the performance of Garuda Indonesia employees is very good even though the employees are in a condition after the Covid-19 pandemic

Conclusion: It means that Garuda Indonesia still has employee capital at play, so it is expected to be able to survive and recover in the current new normal era eventhough Garuda Indonesia is still in crisis condition.

KEYWORDS: Individual Work Performance Questioner, Employee Performance, Post Pandemic, Garuda Indonesia.

INTRODUCTION

Air transportation services are services that are currently needed by the community because the level of community mobility is very high, considering the geographical location of Indonesia which is an archipelagic country. The growth in the number of air transportation service users in Indonesia from 2015-2018 increased by around 42% (Directorate General of Civil Aviation, <http://hubud.dephub.go.id> accessed 19 June 2020) indicating that air transportation services are experiencing growth and have a good impact for the Indonesian economy. The same is true during the Covid-19 pandemic. Air transportation is still a mainstay for the community to support their activities, even though the frequency of its use is currently decreasing drastically, even become the worst in the history of the aviation industry (PT Garuda Indonesia (Persero) Tbk, 2021). The decline in the number of airline users due to the Covid-19 pandemic, of course, has an impact on the performance of airlines and also their employees. Garuda Indonesia is no exception. This airline is well-known as the best national airline and is one of the 5-star airlines in the world who received the Skytrax award, an independent global aviation rating agency based in the UK (PT Garuda Indonesia (Persero) Tbk, 2018, 2019). Even during the Covid-19 pandemic, the airline was still able to excel and get an award as "One of the Global Airline with the Best Health and Safest Protocol Standards in the World" from the Safe Travel Barometer in 2020 and was able to maintain a level on time performance. Thus getting an award as "The Most Punctual Airline in The World" from the Official Airline Guide (OAG) Flight View (PT Garuda Indonesia (Persero) Tbk, 2021). However, research findings from (Yulianto and Riyanto, 2021), stated that the current competitive strategy of Garuda is no longer competitive enough. This indicates that Garuda Indonesia is starting to experience a decline in its competitive ability, including its performance. In order for Garuda Indonesia to be able to maintain its achievements, of course they must pay attention to employees as important entities for the services and trust they provide to

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customers. Companies must pay attention to employee performance to be able to compete with competitors so that company goals are achieved, especially in this New Normal era. It is no secret that Garuda Indonesia is a well-known company which caring for its employees and their families. Not just plane tickets and free vacations that are given to support their employees, but there are many educational programs and scholarships that are given to support the work of their employees. However, in the current new normal, and also in the midst of the problems faced by Garuda Indonesia and its board of directors, especially what happened in 2019 (the decline in the value of Garuda shares, allegations of money laundering, smuggling of Harley Motorcycles and Brompton Bikes by its former president director, and the chaotic acquisition of PT Garuda Indonesia through Citilink, its subsidiary, against Sriwijaya Air, etc.) made employees feel anxious and somewhat shaky in their trust in the proud airline they work for. Not only that, the current difficult economic conditions due to the pandemic can make the support programs for employees that have been provided by the company begin to decrease. So the possibility of employees will also be affected by their performance. The measurement of employee performance so far has used instruments that are general in nature and have not specifically measured objective individual performance and are supported by qualified psychometric properties (Alim and Hidayat, 2018). If you use a specific performance measurement in the context of work, then the problem of generalizing the instrument and research results also cannot be done. In addition, research related to performance will also involve various types of work whose performance measures are certainly different (Widyastuti and Hidayat, 2018). Therefore, an employee performance measurement instrument is needed that is general in nature, able to measure individual performance appropriately, and can be used to measure performance globally without taking into account the individual's work background. The Individual Work Performance Questioner (IWPQ) developed by Koopmans *et al.*, (2012), Koopmans *et al.*, (2012), Koopmans, Bernaards, *et al.*, (2014), dan Koopmans, Coffeng, *et al.*, (2014) tries to accommodate the need for instruments. individual performance measurement that is universal or can be applied in a variety of jobs, regardless of the individual's work background. This study aims to explore how the performance conditions of employees of PT. Garuda Indonesia, the pride of the country, is in a state of the Covid-19 pandemic and at the same time is experiencing a crisis of confidence and an economic crisis that has hit the company. By using the individual performance measurement instrument (IWPQ) which has been adapted into Indonesian, this study also wants to see the consistency (reliability) of the adapted employee performance instrument developed by (Widyastuti and Hidayat, 2018).

METHOD, DATA, AND ANALYSIS

This research is a quantitative research that aims to analyze the condition of the performance of employees of PT. Garuda Indonesia (Persero), Tbk descriptively. Respondents in this study were permanent employees of PT. Garuda Indonesia has experienced work from home (WFH) and also work from office (WFO) because it is already in the new normal period. Data collection in this study was conducted using on-line and off-line questionnaires given to 318 Garuda Indonesia employees. Of the 318 questionnaires given to employees, 290 answered/filled out the questionnaire (91% response rate). However, from 290 responses, only 282 responses could be analyzed further due to incomplete answers. Performance measurement uses an individual performance measurement instrument (IWPQ) which has been adapted into Indonesian by Widyastuti and Hidayat (2018), which consists of three indicators, namely: Task Performance (PT), Contextual Performance (PK), and Counterproductive Work Behavior (PKK).). The total number of individual performance measurement instruments is 18 items (5 PT items, 8 PK items, and 5 PKK items). The instrument measurement scale uses a 0-4 scale. For PT and PK, the response format (range of scale) is from rarely – sometimes – often – very often – always. Meanwhile, the response range for PKK is from never – rarely – sometimes – often – very often. Therefore, to calculate the total individual performance, the calculation formula is used: $PT + PK + (4 - PKK)$. While the average total value of individual performance will be in the range of 0 (lowest) to 12 (highest). After being analyzed using validity and reliability tests, it appears that all individual performance measurement items are valid and reliable, as shown in Table 1 below:

Table 1. Validity and Reliability Value of IWPQ Instruments

No Item	Corrected Total Correlation	Item-Description	Reliability Value
1	0,530	Valid	
2	0,687	Valid	
3	0,476	Valid	
4	0,613	Valid	
5	0,486	Valid	

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6	0,536	Valid	
7	0,664	Valid	
8	0,636	Valid	
9	0,702	Valid	0,916 (Reliable)
10	0,559	Valid	
11	0,665	Valid	
12	0,811	Valid	
13	0,603	Valid	
14	0,665	Valid	
15	0,638	Valid	
16	0,470	Valid	
17	0,488	Valid	
18	0,477	Valid	

(Sources: Data processed by researchers, 2023)

RESULT AND DISCUSSION

From the 282 data submitted by respondents, almost 60% were male and the remaining 40.8% were female. The average age of workers is in the age range of 24 to 51 years. Almost 75% of respondents are in the age range of 31-51 years or mature age. Meanwhile, the majority of respondents' last education was bachelor degree with 87.9%, the remaining 5.3% were masters and 6.7% were diplomas. Then when viewed from the length of work, more than 1/3 of the respondents, or 33.7% to be precise, have worked for more than 20 years. While those who work between 19-20 years are 23%. Only a few, less than 2% of employees who became respondents in the study were employees who worked less than 2 years. This means that the selection of respondents/data collected is quite representative. While descriptively, it can be seen that the average of total value individual performance of Garuda employees is 9,575 which is in the good performance range. Meanwhile, from the three sub-indicators of performance measurement, it appears that the average score for task performance (PT) is 3.18. While the average value of contextual performance is 3.166 and counterproductive work behavior (PKK), the average value is 0.769. By using a measurement scale of 0-4, it can be seen that the average value of PT is in the high category. Likewise, the value of contextual performance is also included in the high category. As for the PKK, the value of 0.769 is included in the low criteria. The complete value of the instrument average, standard deviation, median, minimum and maximum values can be seen in Table 2. Meanwhile, the total conversion value of performance and the descriptive meaning of the instrument's mean value can be seen in Table 3 and Table 4 below.

Table 2. Descriptive Results (Mean, Median, Deviation Standard, Minimum and Maximum Value)

	Item	Minimum	Maximum	Mean	Median	Deviation Standard
Total Performance	18	0	12	9.575	9.4	1.2344261
Task Performance (TP)	5	0,0	4	3.17801	3.2	0.42478
Contextual Performance (CP)	8	0,0	4	3.16578	3.125	0.477821
Counter Productive Behaviour (CPB)	5	0,0	4	0.768794	0.8	0.604271

(Sources: Data processed by researchers, 2023)

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Table 3. Individual Total Performance Value Conversion

Interval	Criteria
0 – 2,40	Poor performed
2,41 – 4,80	Underperformed
4,81 – 7,20	High enough
7,21 – 9,60	High/Good
9,61 – 12,0	Well Performed

(Sources: Data processed by researchers, 2023)

Table 4. Conversion of the Mean Value for each Indicator

Interval	Criteria
0 – 0.8	Poor performed
0.81 – 1.6	Less performed
1,61 – 2,4	High enough
2,41 – 3,2	Good
3,21 – 4,0	Very High/Very Good

(Sources: Data processed by researchers, 2023)

From the research data presented, it can be seen that in general the average of total performance value of Garuda Indonesia employees is in a good range ($M = 9.575$; $SD = 1.23442611$), even this average value is in the range of performance which is almost towards the very good performance. Even when compared to the median value, the average value of employee performance does appear to be above the median value. This further shows that Garuda Indonesia employees are performing well, despite the pandemic and economic crisis they are experiencing. The findings of this study are certainly quite surprising considering the condition of Garuda which is being hit by a crisis of trust by the public and quite affects the identity and performance of Garuda Indonesia employees themselves. Considering the scheme of applying "temporarily laid off" work alternately for employees, especially professional pilots and also cutting salaries at all levels up to 50% until early retirement is enforced for 1,691 employees starting in 2020 (<https://investasi.kontan.co.id/news/bisnis-terguncang-1691-karyawan-garuda-indonesia-giaa-pensiun-dini>, accessed Friday 20 August 2023). A little explanation why Garuda Indonesia employees who are still staying, still show good performance, is because of the goodwill of the company. (Saxton, 1998) states that the company's reputation is an invaluable asset. These assets must be carefully maintained and managed both in times of crisis and prosperity. Garuda Indonesia has the status as a flag carrier (national airline) where more than 60.54% of the shares/ownership are held by the state (<https://money.kompas.com/read/2021/07/15/092342426/hampir-bangkrut-serikat-karyawan-garuda-surati-jokowi?page=all>, 15 July 2023). Employees still have hope that the company they work for will still be saved by the state as the majority shareholder. This is shown by the surviving employees, to be exact, 7,184 employees, out of a total of 7,600 permanent employees who are currently still surviving, they are willing to cut their salaries by up to 50%. This shows the dedication and willingness of employees to feel the same conditions experienced by the company. Garuda Indonesia's reputation seems to be quite good in the eyes of their employees. And according to Walker Information, a consulting firm in America, the companies that are most successful in managing their reputations are those where the CEO sees them as reputation stewards and instils the need to protect the company's reputation in all employees (Saxton, 1998). From this definition it can be seen that Garuda Indonesia has been able to arouse the need to maintain the good name of the company in employees, but unfortunately some Garuda Indonesia CEOs have forgotten their duties as stewards of the company's reputation. Furthermore, Walker Information also found in their survey that the main sources of company reputation are market leadership, product/service quality, and brand image. Meanwhile, management/financial performance is a secondary driver (Saxton, 1998). If it is related to the current condition of Garuda Indonesia, the financial crisis and debt entanglements are the two drivers of the company's reputation. This means that the company's reputation can still survive well even though it is experiencing a management and financial crisis, because managerial/financial performance is not the main determinant of Garuda Indonesia's reputation. Of course, this can be an

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important note for the management and the government as the majority shareholder, to consider future decisions for Garuda Indonesia's fate. When viewed from the realm of human resources, of course this is an important basic capital for Garuda Indonesia to stay afloat and continue to be optimistic through the crisis. Especially if it is related to the company's reputation which is still quite good, of course these two things can be the company's strength for recovery. Of course, the CEO's role is very important and it is necessary to return to its initial role as a servant and guardian of the company's reputation if it is to survive, not as a connoisseur of reputational benefits as was the case in the past. Of course, it would be a shame if the airline, the pride of this nation, disappeared, was pawned.

CONCLUSION AND SUGGESTION

From the results and discussion of research findings, it can be seen that the performance conditions of Garuda's employees are at a good level, even though the company is in a crisis position and is in danger of going bankrupt. One of the things that makes employees willing to survive and perform well is the reputation of the company Garuda Indonesia as a national airline (flag carrier) which is quite popular and has been the market leader for many years in Indonesia. Suggestions for the management of Garuda Indonesia is to use the findings of the good performance of Garuda Indonesia employees as capital to survive and rise from the crisis. Moreover, it is seen that employees are also willing to survive and become fighters for the company's reputation. In terms of company reputation, financial and managerial crises are not the main factors driving the company's reputation. So, there is still hope to survive and rise from the crisis caused by the Covid-19 pandemic and the financial crisis. It is hoped that the government as the majority owner of Garuda Indonesia shares will also take into account this finding, so that it will not be easy to "sell" the airline that is the pride of the country.

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