The Honorary Employees Service Quality Antecedent in the Airport Operational Unit Office of Class III North Kalimantan

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Abstract

This study determines the effect of pay and employee job satisfaction and competence on turnover intention and its impact on the service quality of honorary employees. Data in this quantitative research survey were collected using questionnaires, while the sample was selected through a proportionate stratified random sampling technique. The research sample comprised 85 honorary employees with more than one year experirnce in the Airport Operational Unit Office of Class III Kol. RA. Bessing Malinau, Tanjung Harapan, and Nunukan. This research was conducted between September 2019 and February 2020. Data were analyzed using SEM PLS analysis. **Findings.** The results showed that pay and job satisfaction had a positive significant effect on service quality. However, pay, job satisfaction and competence had a negative significant effect on turnover intention, which affected service quality in the same way. Pay satisfaction had a significant indirect effect on service quality through turnover intention, while job satisfaction and competence had insignificant impact. Therefore, employee satisfaction and competence in the organization need regular evaluation. This research contributes to the knowledge in the science of human resource management.

1. Introduction

In Indonesia, there are two types of banking systems, namely Islamic and conventional banks. The difference between these two financial institutions is that Islamic banking activities are carried out according to Islamic laws that forbid interest rates, gharar (fraud), speculation investment in pig farming and companies that manufacture alcoholic drinks because all these are prohibited in the Al Quran. In addition, financial transactions need to be supported by real assets. Meanwhile, conventional banks are more experienced than Islamic banks (Zarrouk et al., 2016). Presently, many countries and companies use the Islamic banking system as an alternative source of financing. This is because it prohibits the use of interest rates, and there is an equitable distribution of profits and losses. The parties involved in the invested capital respect each other and share the profits and losses, thereby promoting justice (Alzoubi, 2018).

Service quality is crucial in public service provision in Indonesia. The damaged public service image is attached to the providers in the institutions and is synonymous with inaction, injustice, and high costs. Moreover, the behavior of personnel service providers is not expressive and does not reflect quality. Service quality is associated with meeting customer expectations (Hadian, 2017). According to Dawi et al (2018) service quality is positively related to customer satisfaction because it is siginficantly effective than interactivity and convenience.

Human resource management ensures that employees work properly. The management implements plans and programs to create employees with good service quality tha affects the organization's performance. Therefore, well-planned and implemented human resource management programs improve service quality. Salary and high job satisfaction are motivational factors that make employees to believe in the organization's future. Moreover, these factors are pointers that the organization recognizes and appreciates employees' work. Subsequently, they work better and provide quality service to customers. This aligns with Vaseer and Shahzad (2016) that job satisfaction significantly affects service quality. Therefore, this study examines job and salary satisfaction, which generate a sense of responsibility for employees to repay the organization (Kulikowski, 2018).

Turnover intention is also essential in achieving organizational growth, leadership, and competitiveness. The low turnover intention makes employees highly committed to the organization and strives to offer their best. However, a high turnover intention makes employees lazy, and they seek other jobs elsewhere, resulting in low performance. Also, an organization's work operations are paralyzed when employees leave work (Park et al., 2019). Omeluzor et al. (2018) stated that inadequate infrastructure increases turnover intention and negatively impacts the organizational service quality.

Lin et al. (2018) stated that service quality is influenced by competence. This is because employees require competence for quality service provision. A higher employee competence creates better service quality. Therefore, high knowledge and skills are needed to help provide services to customers (Purnomo et al., 2018). This study analyzes the effect of job and pay satisfaction as well as competence on turnover intention and their impact on service quality. The study contributes to the management regarding the factors affecting the service quality of honorary employees. As an implication, this study is a reference for improving the quality of employee service.

Higher salaries are essential for employee motivation when provided based on their needs and expectations. However, inappropriate salary provison stagnates performance, inceases the company's cost burden, and affects employee turnover (Hung et al., 2018). According to Mobley et al. (2011) pay satisfaction is the conformity between employee expectations and salary perceptions. Employees are satisfied with their salary when the perception and the amount earned are as expected.

Mathis and Jackson (2012) stated that job satisfaction is a positive emotional state caused by n evaluation of work experience. According to Hasibuan (2016), job satisfaction is a pleasant emotional attitude and the love of work. Therefore, it shows whether an employees is satisfied or dissatisfied with their job. Competence is the knowledge, skills, and attitudes a person needs to fulfill their responsibilities in an organization (Lin et al., 2018). Also, competence comprises employees' abilities and characteristics in the form of knowledge, skills, and attitudes in the professional, effective, and efficient provision of goods and services (Purnomo et al., 2018).

Hung et al. (2018) stated that turnover refers to individuals voluntarily leaving their current jobs. The itention arises from the influence of personal and environmental factors, including ideas,

plans, and mental conditions. Furthermore, Ahmad and Afgan (2016) stated that the intention is the subjective probability that a person anticipates permanently leaving the business in the future.

Hadian (2017) stated that quality is the organization's ability to meet customer expectations. Service quality is an effort to ensure accurate service delivery to meet the users' needs and expectations Purnomo et al. (2018). Therefore, the key to ensuring quality is meeting or exceeding customer expectations (Milana, 2018). The model proposed in this study can be seen in Figure 1.
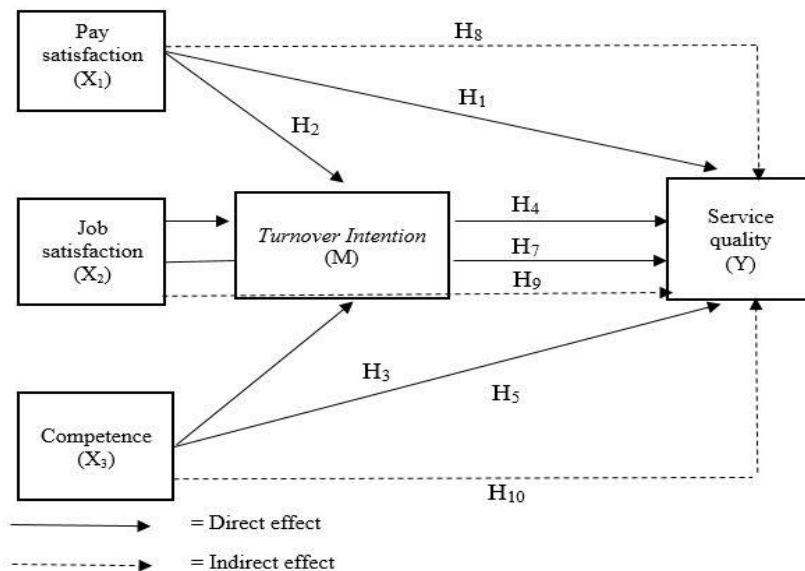

Figure 1. Proposed model

1.1. The Relationship between Direct Variable

Effect of Pay Satisfaction on Service Quality
        Job and pay satisfaction are essential factors of organizational efficiency and effectiveness. Satisfied employees offer personalized services that guarantee customer satisfaction. Therefore, these employees are a prerequisite for high service quality because they are committed to continuous improvement. This means that job satisfaction is related to service quality (Milana, 2018). Therefore, hypothesis 1 is proposed as follows:
H_1: Pay satisfaction has a significant positive effect on service quality.

The Effect of Pay Satisfaction on Turnover Intention
        Individual salary satisfaction generates a feeling of fair treatment. As a result, satisfied employees stay longer, indicating that pay satisfaction negatively affects turnover intention and the probability of leaving the organization. This means that pay satisfaction negatively relates to turnover intention (Hung et al., 2018). Therefore, the second hypothesis is proposed as follows:
H_2: Pay satisfaction has a significant negative effect on employee turnover intention.

The Influence of Competence on Turnover Intention
        Turnover management is vital in running human resources, and the intention is the most direct antecedent of employee behavior. The career competence of employees correlates negatively with turnover intention (Wu, 2016). Therefore, the 3rd hypothesis is proposed:
H_3: Competence has a significant negative effect on turnover intention.

The Effect of Turnover Intention on Service Quality

Turnover intention develops because dissatisfied employees are likely to leave the organization (Zito et al., 2018). According to Tapola (2016), the intention has a negative effect on willingness, politeness, and communication skills. Therefore, the 4th hypothesis is proposed:

H_4: Turnover intention has a significant negative effect on service quality.

Effect of Competence on Service Quality

Human competence is commonly involved in employee management. It is difficult to enjoy life without a productive job, and any important activity needs to evoke a significant reaction. This reaction shows an individual's satisfaction or dissatisfaction with their job. Employee competence is one of the service quality dimensions (Pakurar et al., 2019). Therefore, hypothesis 5 is proposed:

H_5: Competence has a significant positive effect on service quality.

Effect of Employee Satisfaction on Turnover Intention

Salleh and Memon (2015) stated that satisfaction makes individuals feel positive about their organization. They feel motivated, engaged, and involved in work, resulting in low turnover intention. Therefore, hypothesis 6 is proposed:

H_6: Satisfaction has a significant negative effect on employee turnover intention.

Effect of Employee Satisfaction on Service Quality

Job satisfaction is a leading factor of organizational efficiency and effectiveness Rivai (2014). Based on the social exchange theory, satisfied employees are more involved in the organization and willing to provide high-quality service. Therefore, hypothesis 7 is proposed:

H_7: Employee satisfaction has a significant positive effect on service quality.

1.2. The Relationship between Indirect Variable

The Effect of Pay Satisfaction Indirectly on Service Quality

Pay satisfaction relates negatively to turnover intention (Hung et al., 2018). Tapola (2016) examined the effect of turnover intention on service quality based on willingness, politeness, and communication skills. The results showed that the intention had a negative effect on willingness and a mixed impact on politeness and communication skills. According to Omeluzor et al. (2018), inadequate infrastructure increases turnover intention and negatively impacts organizational services in etxeme situations. Therefore, hypothesis 8 is proposed:

H_8: Employee satisfaction has an indirect significant effect on service quality.

The Effect of Employee Satisfaction Indirectly on Service Quality

Kwenin et al. (2013) stated that job satisfaction and favorable human resource policies relate positively to employee retention. In this case, retention is a company policy that prevents employees from leaving. Employees are driven to leave when they feel anxious, discouraged, do not feel at home, and cannot enjoy their work. Salleh and Memon (2015) stated that satisfaction makes individuals feel positive about the organization. Furthermore, Omeluzor et al. (2018) stated that inadequate infrastructure increases turnover intention and negatively impacts organizational services in extreme situations. Therefore, hypothesis 9 (H9) is proposed:

H_9: Employee satisfaction has an indirect significant effect on service quality.

The Effect of Employee Satisfaction Indirectly on Service Quality

Career competence has a negative correlation with turnover intention (Wu, 2016). According to Ali et al. (2015), training and development programs increase employee competence, affecting turnover intention. Omeluzor et al. (2018) stated that inadequate infrastructure increases turnover intention and negatively affects organizational services when the situation declines continually. Therefore, hypothesis 10 is proposed:

H_{10}: Competence has an indirect significant effect on employee service quality.

2.   Research Method

This research employed the associative quantitative method, using a sample comprising honorary employees from Class III Airport Operators Unit Office for North Kalimantan, Col. RA. Bessing Malinau, Tanjung Harapan, and Nunukan. The research was conducted from September 2019 to February 2020. The proportionate stratified random sampling technique was used to select 85 honorary employees based on the Slovin formula calculations. Data in this survey research were collected using a questionnaire.

Pay satisfaction was measured using 14 question items adapted from Rivai (2014), Hung, Lee, and Lee (2018), and Milana (2018). The job satisfaction variable was measured using 5 question items adapted from Rivai (2014). Competence was measured using 4 question items adapted from Purnomo et al. (2018). The turnover intention was measured using 12 question items adapted from Saeed et al. (2014) and Mobley et al. (2011). Service quality was measured using 4 question items adapted from Esmaeilpour and Ranjbar (2018). Data analysis was carried out using SEM PLS.

3.   Results and Discussions

3.1.   The Effect of Employee Satisfaction Indirectly on Service Quality

Questionnaires were distributed to a total of 85 respondents. Based on gender characteristics, 61 respondents (71.76%) were men, while 24 (28.24%) were women. A total of 46 respondents (54.12%) were aged between 26 and 35. Also, 77 respondents (90.59%) had high school or vocational education, forming a larger percentage of job seekers in Indonesia.

3.2.   Evaluation of Measurement Model (Outer Model)

The outer model was analyzed using convergent and discriminant validities, composite reliability, and Cronbach's alpha. The image of the outer model test is presented in Figure 2.
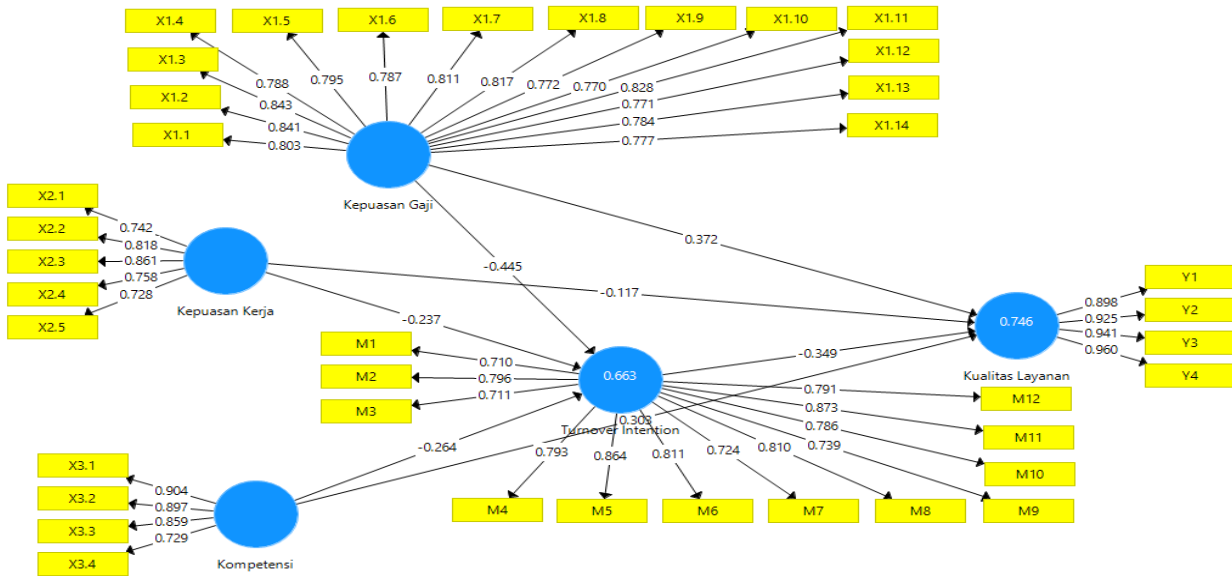
Figure 2. Research structure model

3.3. Convergent Validity Test

The convergent validity test was performed by observing the model's outer loading factor values of the variables that meet requirements. The variables' outer loading factors met the requirements, > 0.70 (Memon and Rahman, 2014). The loading factor values are presented in Table 3.

Table 3. Loading Factor Analysis Results

Variable	Indicator	Factor loading	Variable	Indicator	Factor loading
Pay satisfaction	$X_1.1$	0.803	**Competence**	$X_3.1$	0.904
	$X_1.2$	0.841		$X_3.2$	0.897
	$X_1.3$	0.843		$X_3.3$	0.859
	$X_1.4$	0.788		$X_3.4$	0.729
	$X_1.5$	0.795	**Turnover Intention**	M_1	0.710
	$X_1.6$	0.787		M_2	0.791
	$X_1.7$	0.811		M_3	0.711
	$X_1.8$	0.817		M_4	0.793
	$X_1.9$	0.772		M_5	0.864
	$X_1.10$	0.770		M_6	0.811
	$X_1.11$	0.828		M_7	0.724
	$X_1.12$	0.771		M_8	0.810
	$X_1.13$	0.784		M_9	0.739
	$X_1.14$	0.777		M_{10}	0.786
Job satisfaction	$X_2.1$	0.742		M_{11}	0.873
	$X_2.2$	0.818		M_{12}	0.791
	$X_2.3$	0.861	**Service quality**	Y_1	0.898
	$X_2.4$	0.758		Y_2	0.925
	$X_2.5$	0.728		Y_3	0.941
				Y_4	0.960

Source: Smart PLS data processing result (2020)

These results show that all variable indicators have an outer loading factor value of > 0.7, meaning they have good convergent validity.

3.4. Discriminant Validity Test

Discriminant validity was performed by comparing the square root of the average variance extracted (AVE) obtained through the correlation between variables (Hair et al., 2010). The average variance extracted (AVE) measurement value should be greater than 0.50.

Table 4. Average Variance Extracted (AVE)

	AVE	Pay satisfaction	Job satisfaction	Competence	Service quality	Turnover intention
Pay satisfaction	0,639	0,799				
Job satisfaction	0,614	0,467	0,783			
Competence	0,723	0,726	0,560	0,850		
Service quality	0,867	0,798	0,432	0,758	0,931	
Turnover intention	0,617	-0,747	-0,592	-0,720	-0,775	0,786

Source: Smart PLS data processing result (2020)

Table 4 shows that the average variance extracted (AVE) value of all variables is > 0.5, meaning they have good discriminant validity. This is because the square root of the average variance extracted (AVE) of the latent variable is greater than 0.7 and the correlation value with other variables. The square root of the average variance extracted (AVE) of all latent variables is greater than 0.7. Also, the square root is greater than the correlation value with all other latent variables, meaning that they have good discriminant validity.

3.5. Composite Validity Test

This test uses the reliability coefficient to explain the measurement model being tested. The coefficient is an internal consistency close to Cronbach's internal coefficient. The indicator group that measures a variable has good composite reliability when it is ≥ 0.7. The results of the composite reliability test are presented in Table 5.

Table 5. Composite Reliability Results

Variable	Cronbach Alpha	Composite reliability
Kepuasan gaji	0,957	0,961
Kepuasan kerja	0,842	0,888
Kompetensi	0,872	0,912
Kualitas layanan	0,949	0,963
Turnover intention	0,943	0,951

Source: Smart PLS data processing result (2020)

Table 5 shows that the composite reliability value of all latent variables is greater than 0.7. Therefore, all latent variables have good composite reliability. The Cronbach's alpha value of all latent variables is greater than 0.7, meaning they are reliable.

3.6. Evaluation of the Structural Model (Inner Model)

The R-square value was tested to explain the effect of certain exogenous latent variables on endogenous variables. A higher R^2 value means the model predicts the research object more

accurately. When the R^2 value is 0.75, the built model is substantial, 0.5 indicates a moderate built model, and 0.25 shows a weak model (Ghozali, 2016). The R-square value is owned by endogenous variables explaining how they are influenced by exogenous variables.

Table 6. R-Square Value

Variable	R^2
Service Quality	0.746
Turnover Intention	0.663
Resulting Q^2 Value	0.914

Source: Smart PLS data processing result (2020)

This study's endogenous variables are turnover intention and service quality, the only variables with an R-square value. The calculation of the resulting Q^2 value is 0.914, meaning that data is explained by the structural model of 91.4%, while other factors influence the remaining 8.6%.

3.7. Evaluation of the Structural Model (Inner Model)

The R-square value was tested to explain the effect of certain exogenous latent variables on endogenous variables. A higher R^2 value means the model predicts the research object more accurately. When the R^2 value is 0.75, the built model is substantial, 0.5 indicates a moderate built model, and 0.25 shows a weak model (Ghozali, 2016). The R-square value is owned by endogenous variables explaining how exogenous variables influence them.

3.8. Path Analysis Results

The path analysis results are used to determine the influence between variables. The H_1 path analysis shows that the p-value is 0.000 <0.05, and the t value is 4.019> 1.96. For this reason, H0 is rejected while Ha is accepted. Pay satisfaction has a positive significant effect on service quality, indicated by the path coefficient value of 0.372. This is in line with Vaseer and Shahzad (2016), which stated that job satisfaction significantly affects service quality. According to Kulikowski (2018), there is a positive relationship between performance and pay satisfaction. The social exchange theory states that pay satisfaction gives employees a sense of responsibility to repay the organization.

The H_2 path analysis shows that the p-value is 0.000 <0.05 while t value is 4.603> 1.96. For this reason, H_0 is rejected while Ha is accepted, showing that pay satisfaction significantly affects turnover intention. The path coefficient value of -0.445 means that the increased pay satisfaction reduces the turnover intention. This is in line with Hung et al. (2018), which stated that pay there is a negative relationship between satisfaction and turnover intention. Similarly, Salleh and Memon (2015) stated that salary satisfaction makes individuals feel positive about the organization. This is because employees become interested in their performance and show great dedication and enthusiasm for their work. They feel motivated, engaged, and very involved in the work and organization, resulting in low turnover intention.

The H_3 path analysis shows that the p-value is 0.020 <0.05 and the t value is 2.335> 1.96, meaning that H_0 is rejected and Ha is accepted. These results indicate that competence significantly affects turnover intention. The path coefficient value of -0.264 means that increased employee

competence reduces turnover intention. This aligns with Takase et al. (2015) that competence negatively affects the intention.

Table 7. Path Analysis Results

Path	Original Sample	Standard Deviation	T Statistics ($|O/STDEV|$)	P Values
Direct effect				
Pay satisfaction → Service quality	0.372	0.093	4.019	0.000
Pay satisfaction →Turnover intention	-0.445	0.097	4.603	0.000
Job satisfaction → Service quality	-0.117	0.085	1.378	0.169
Job satisfaction →Turnover intention	-0.237	0.091	2.592	0.010
Competence → Service quality	0.303	0.098	3.104	0.002
Competence →Turnover intention	-0.264	0.113	2.335	0.020
Turnover intention → Service quality	-0.349	0.142	2.451	0.015
Indirect effect				
Pay satisfaction → *Turnover intention* → Service quality	0.155	0.075	2.081	0.038
Pay satisfaction → *Turnover intention* → Service quality	0.083	0.045	1.853	0.065
Competence → *Turnover intention* → Service quality	0.092	0.060	1.543	0.123

Source: Smart PLS data processing result (2020)

The H_4 path analysis shows that the p-value is 0.015 <0.05 and the t value is 2.451> 1.96, meaning that H_0 is rejected and Ha is accepted. Subsequenly, turnover intention significantly affects service quality. The path coefficient value of -0.349 means that increased turnover intention reduces the service quality. This aligns with Tapola (2016), which examined the effect of turnover intention on service quality based on willingness, politeness, and communication skills. The results showed that the intention has a negative effect on willingness and a mixed impact on politeness and communication skills.

The H_5 path analysis shows that the p-value is 0.002 <0.05 and the t value is 3.104 > 1.96, meaning that H_0 is rejected and Ha is accepted. Therefore, competence significantly affects service quality. The path coefficient value of 0.303 means that high employee competency increases service quality. This aligns with Purnomo et al. (2018) that competence significantly affects service quality. Therefore, the high-level knowledge and skills of employees affect the quality of services provided.

The H_6 path analysis shows that the p-value is 0.010 <0.05 and the t value is 2.592> 1.96, meaning that H_0 is rejected and Ha is accepted. Therefore, job satisfaction significantly affects turnover intention. The path coefficient value of -0.237 means that increased job satisfaction felt by employees reduces turnover intention. This aligns with Salleh and Memon's (2015) that satisfaction makes individuals feel positive about the organization. One of the positive results is related to the work effort. Employees become enamored with their performance through dedication and enthusiasm. Furthermore, they feel motivated, engaged, and involved in work and organization, resulting in low turnover intention.

The H_7 path analysis shows that the p-value is 0.169 > 0.05 and the t value is 1.378 <1.96, meaning that H_0 is accepted and Ha is rejected. This shows that job satisfaction has no significant effect on service quality. Therefore, increased job satisfaction felt by employees does not change the quality of service. This aligns with Hidayati and Rahmawati (2016) that satisfaction does not affect performance or service quality.

The H_8 path analysis shows that the p-value is 0.038 <0.05 and the t value is 2.081> 1.96, meaning that H_0 is rejected and Ha is accepted. These results indicate that pay satisfaction has a significant indirect effect on service quality through turnover intention. The path coefficient value of 0.155 means that increased employee pay satisfaction improves service quality with turnover intention changes. According to Kulikowski (2018), performance is positively related to payment satisfaction. Tapola (2016: 3) stated that the intention negatively affects service quality indicators, including willingness, politeness, and communication skills.

The H_9 path analysis shows that the p-value is 0.065> 0.05, and the t value is 1.853 <1.96, meaning that H_0 is accepted and Ha is rejected. Therefore, job satisfaction does not affect service quality through turnover intention. This aligns with Zhan's (2015) that satisfaction does not affect service quality through turnover intention. The H_{10} path analysis shows that the p-value is 0.123> 0.05 and the t value is 1.543 <1.96, meaning that H_0 is accepted and Ha is rejected. Therefore, competence does not affect service quality through turnover intention. This aligns with Sari et al. (2018) that competence does not have a significant indirect effect on employee performance.

4.   Conclusions

A high salary satisfaction improves the quality of services provided. This is because a satisfying salary reduces the interest of honorary employees to leave the company. Furthermore, increased honorary competency reduces the turnover intention, increasing the service quality. Therefore, high competency among honoraries improves the quality of services provided. When honorary employees are sufficiently satisfied with their work, their intentions of leaving the company are reduced.

On the contrary, dissatisfied individuals cannot improve the quality of services provided. Increased employee salary satisfaction reduces turnover intention, improving the service quality. On the contrary, dissatisfied employees cannot improve the quality of services provided. This research was only conducted on a small number of respondents and limited to job, salary satisfaction, and competence variables. Therefore, further research could use a larger sample, with other variables affecting turnover intention and service quality, such as work discipline and environment.

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