

## Cabin Crew and Social Media: Negotiating Employees' Emotional Labor and Corporate Image of Citilink Indonesia

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**ABSTRACT:** In a competitive service industry, especially in the airline industry, cabin crew as the front liner will play an important role to deliver a high quality standard of services to passengers to enable companies to differentiate their products and services and fulfill passenger expectation. In the digital era, the presence of social media can become a great tool for marketing communication to create positive image of the company and increase profitability. Being human, however, cabin crew also has interaction in social media which would relate to the emotional labor that might cause negative and positive impacts to the companies. This qualitative research has described the phenomenon between cabin crew and social media in Citilink Indonesia, one of Indonesia's low-cost carriers. This research showed that social media has become the closest communication tools for cabin crew to express their deepest emotion. In addition, cabin crew's engaging in deep acting has been regarded as a "good faith" type of emotional labor because crew cabin understands that all work must begin with sincerity. Finally, Agent of Culture, Trainer and Senior Cabin Crew at Citilink Indonesia are the heroes who best represent or personify the cultural values as concrete role models of behavior that will demonstrate what is achievable in Citilink.

**KEYWORDS:** Cabin Crew, Emotional Labor, Social Media

### I. INTRODUCTION

In a competitive service industry, especially in the airline industry, the adage of "customer is the king" has been stated as the core service concept (Hochschild, 1983, p. 86). Because of high competition of low cost airlines, cabin crew as the front liner will play an important role to deliver high quality standard of services to passengers, so that the company can differentiate their products and services and fulfill passenger expectation. Robert W Baker, Executive Vice President of American Airlines, stated that the typical airline customer will spend more time with the flight attendants than with any other groups of employees. Thus, the cabin crew have much to do with how an airline's customers feel about it, whether or not they will fly that airline again in the future. In the eyes of the flying public, the cabin crew are the airline and it is up to the cabin crew to turn every customer into a repeat customer (SIA, 2005, p. 3).

Based on Citilink Service Guidance Book, cabin crew have to control their behavior and private emotions in order to maintain positive interactions with colleagues and passengers (Citilink, 2018, p. 24). Cabin crew shall provide journey experience with excellent quality service starting from pre-flight, in-flight and post-flight so that positive impression of Citilink is instilled in each of passenger (p. 41). For example, during boarding time, cabin crew shall greet all passengers with Citilink Supergreen greeting with warm smile, open body gesture, and initiative. Cabin Crew has the opportunity to shape the services encounter with the customer and the customer's perception of the outcome.

This is precisely how Hochschild (1983) defined "Emotional Labor." Cabin crew who are in contact with clients over an extended period are required to control their emotions during work time and to display appropriate facial expressions and behaviors (Hochschild, 1983). Another example, cabin crew has lost one of the family members, but when he or she is on duty, he or she should maintain her behavior and private emotion in order to follow the requirements of the job. Cabin Crew has the opportunity to shape the services encounter with the customer and the customer's perception of the outcome.

At the same time, Cabin Crew must adopt the organizational culture of Citilink Indonesia and implement the corporate values such as Simple, Prompt, Polite, and required to adjust their emotions to the requirements of the job. The organization required each crew to be aware that he/she is a representative of the

company and that people will identify his or her appearance with it (Citilink, 2018, p. 30). According to Citilink's Service Standard Manager and Service Trainer, A. Yuliani (personal communication, May 5, 2018), Citilink corporate values are communicated to all cabin crew at four different touch points: when they first join the company, when they attend the training program, when they attend the corporate events, and messages through corporate communication channels. Employees who are aligned with the company's values can help their organization attain a sustainable competitive advantage by delivering those values and creating a powerful image and experiences among customers through appropriate behavior during service encounters (Chong, 2007, p. 202). The image of Citilink Indonesia depends largely on the behavior of every employee.

The importance of the terms that have been mentioned above are aimed to manage the corporate image that can be controlled. The positive corporate image that is controllable on a consistent basis can produce a good reputation of the company. Customers judge Citilink's image on the basis of interaction with the service providers during each critical moment of service. The critical moment of service is also known as "moment of truth" which is defined as the point of contact between the customer and the service provider that establishes the image of the whole company in the customer's mind (Davidoff, 1994).

In the digital era, the presence of social media can become a great tool for marketing communication to create positive image of the company and increase profitability. Furthermore, Warin, Sanger, Nembot, and Mirza (2013) mention that social media itself are a formidable tool to publicize a firm's brand and improve its reputation since everyone is able to comment, share and publish information. However, it can also be deadly. Cabin Crew all over the world is subject to scrutiny from the media. They go to work every day in a uniform, a piece that make it clear who they work for and, because airlines are very public, cabin crew's life is very public.

According to A. Yuliani (personal communication, May 5, 2018), discussions on company confidential subjects must not be held in public or with other crew or other crew members on duty, nor should negative statements be made about the Company. In order to maintain a good company image and reputation, the cabin crew must frequently control their own emotions in such a way to convey the emotion expected by the organizations especially in social media (Chang & Chiu, 2009). Emotional expression in a moment of truth as the point of contact between the customer and the service provider will establish the image of the whole company in the customers' mind (Davidoff, 1994).

Emotional expression shown by cabin crew while wearing company identity in social media will create different interpretation from internal and external stakeholder. Emotional labor will help create the limitation against these phenomena to maintain the image of the company. This research focused on study cases on the phenomena of cabin crew in social media, especially how they negotiated the issues of emotional labor and corporate image. This research was expected to contribute to a deeper study on public relation, especially the study of corporate communication in managing emotional labor and corporate image.

## II. THEORETICAL FRAMEWORK

### 2.1 Emotional Labor

Any definition about emotional labor begins with the seminal work of sociologist Arlie Hochschild. Hochschild (1983) uses the term to mean "the management of feeling to create a publicly observable facial and bodily display" intended to produce a particular state of mind in others; "emotional labor is sold for a wage and therefore has exchange value" (p. 7). Hochschild (1983) also differentiates between emotional labor and emotion work, treating labor as that action that is required by an employer and work as the nature of the action itself.

Morris and Feldman (1996) stated that the emotional labor is "the effort, planning and control needed to express organizationally desired emotion during interpersonal transaction" (p. 987). Emotions are sometimes transferred from personal behaviors, and so organizations have begun to consider using managerial measures to encourage employees to employ emotional labor as a way to maximize efficiency while working (Morris & Feldman, 1996). Further, Okabe (2017) stated that "Those engaging in emotional labor, such as cabin crew, use various strategies to regulate their emotions when interacting with passenger" (p.151).

According to Hochschild (1983), emotional labor is done both on deep acting and surface acting. Deep acting is emotion appear that match the required display, without feeling the pressure and not being fake so as to match the organizational expectation. For example, when cabin crew does not naturally feel like smiling, deep acting is the first process of suppression of this desire not to smile. He or she may try to modify their feeling and as the result the behavior of cabin crew seems authentic. Grandey (2000, p. 100), that engaging in deep acting has been regarded as a "good faith" type of emotional labor because it shows the service employee has goodwill toward the customer in the service interaction.

Furthermore, Okabe (2017) stated that "surface acting is an antecedent-focused way of regulating emotions" (p.151). Cabin crew may modify the emotional appearance and show their behavior (e.g. smiling) which unsuitable with the actual feeling by creating fake emotion. Hochschild (1983) suggested that this type of emotional job demand results in stressful experience for employee. This may be a result of individuals generally not liking to feel "fake" over the long term, which even lead to the burnout alongside a job stress for cabin crew.

According to Hochschild (1983), the key determinant of these correct or desired emotions for a situation is the 'feeling rules.' Employees identify the desired emotions by these feeling rules also called 'display rules' (Ashforth & Humphrey, 1993). These feeling rules are determined by the organizations or society and are considered appropriate responses for the given situations. In customer service industry, especially the airline industry, training their employees is important so that they abide by these feeling rules which result in commercial gains. Rafaeli and Sutton (1987) recognized that display rules are influenced by organizational and occupational norms, as well as social norms, and discussed real-world examples of how organizations attempt to "create and maintain expectations about emotional expression" (p. 26).

Emotional Regulation According to Pedneault (2008) refers to a person's capability to accept and understand his or her experience of emotions, to get involved in healthy strategies in managing emotions which are uncomfortable whenever required, and to be engaged in suitable behavior (e.g., go to work, attend classes, engage in social relationships) when bothered or distressed. During a period of emotional distress, cabin crew is unconsciously use emotion regulation strategies to cope with difficult situations many times throughout each day. It is the ability to pursue one's goals and to engage in healthy behaviors during a period of emotional distress.

## 2.2 Organizational Culture

Organizational culture is regarded as a set of assumptions, beliefs, values, customs, structures, norms, rules, traditions and artifacts (Schein, 2004). Furthermore, culture is how things are done around here. It shapes the behavior of its members in overt and covert ways. Each organization will have different cultures, different values on how they treat their employees and customer that make them appear quite distinct to each other.

According to Smircich (1983), *culture as variable* and *culture as root metaphors* are two competing perspectives on organizational culture. From the culture as variable perspective, organizational culture is "a by-product of organizational activities: as organizations produce goods and services, they also produce cultural artifacts, such as stories, rites and rituals, and heroes" (Modaff, Dewine, & Butler, 2002, p. 92).

Culture is a system of informal rules that spells out how people are to behave most of the time (Deal & Kennedy, 1982). Furthermore, Deal and Kennedy (1982) described four key components to a strong culture such as *values* (what is believed to be important about how people and organizations behave), *heroes* (role model that represent the company values), *rites and rituals* (expectations for member behavior that display the value of organization), and *cultural network* (informal communication that serve to promote the values of organization).

## 2.3 Corporate Image

Corporate image is a comprehensive emphasize concerning culture, nature and the structure of an organization. Every company must possess the corporate image, either according to their will or not. Corporate image refers to corporation perception which is revealed in the association and kept in customers' mind (Park, Martinez, & Drury, 2006). Corporate image has been considered strategically important because of its role in an achievement of the long term objectives of the organizations and its strong linkage with companies' mission and vision statement (Abratt & Mofokeng, 2000).

Keller (1993) defined corporate image as perceptions of an organization reflected in the association held in consumer's memory. Corporate image is also defined as what remains in customers' mind as the name of an organization is mentioned, heard, remembered due to the accumulation of feelings and experiences with the organization (Dowling, 1986; Fombrun, 1995). Furthermore, Kandampully and Hu (2007) stated that corporate image consisted of two main components; the first is functional such as tangible characteristics that can be measured and evaluated easily, the second is emotional such as feelings, attitudes and beliefs the one have towards the organization. Corporate image also found and expanded in customers' mind throughout experience and communication (Andreassen & Lindestad, 1998).

Corporate image is the net result of the interaction of all experiences, beliefs, feelings, knowledge and impressions, that people have about a company (Bernstein, 1984). The corporate image can generally be described as what comes to the public's mind when hearing a company's name or seeing its logo. Thus, whether a company has a favorable or unfavorable image depends on what the company communicates to the outside world and how effectively does that.

Furthermore, Bernstein (1984) stresses that image is not what the company believes it to be, but the feelings and beliefs about the company that exist in the mind of its audiences and which arises from experience and observation. Image cannot be divorced from reality, that the image is an expression of the corporate personality and that coordinated and consistent communication to external and internal publics is fundamental to the management of the corporate image (Bernstein, 1984).

## III. METHODS

This research focused on study cases on the phenomena of cabin crew in social media, especially how they negotiated the issues of emotional labor and corporate image. The qualitative method with study case was the most appropriate methods to be used in this research. The researcher divided the informants into two groups.

First group was cabin crew of Citilink Indonesia and the second group was the representatives of Citilink's Management. The researchers approached the first group of potential informants by sending direct messages through their social media accounts and submitted a request for interview. For the second group of informants, the researcher contacted them directly for an appointment of interview.

As a pre-research activity, the researchers made an observation on the informants' social media accounts. The researchers looked at 10 candidates in and followed all of the candidates for 20 days. The researchers also explored the active Citilink cabin crew users and checked their social media account every day and noted their daily activities as shown in their social media accounts. After the pre-research, the researchers finally decided three informants as Social Media users that were considered suitable to informants' criteria of this research. The secondary data for this research were resources from internal Citilink such as websites, Citilink Service Guide book, corporate communication program, company regulation, and operation manual book.

#### IV. ANALYSIS AND DISCUSSION

The object of the research was Citilink cabin crew on how they balanced the issues of emotional labor and corporate image, especially in social media. Citilink Indonesia is a subsidiary of Garuda Indonesia, the biggest Airline Company in Indonesia. As such, passengers have high expectations towards the service of the airline. The researchers exposed the result of the analysis of four dimensions used to support this research: organizational culture, emotional labor, social media, and corporate image.

##### 4.1 Organizational Culture

###### 4.1.1 Values

To gain more understanding about the values, researchers conducted interviews with five informants, consist of three cabin crew and two managements from Citilink Indonesia. The first informant was cabin crew Dadin. Dadin conveyed his understanding that the presence of corporate values demonstrated Citilink's commitment to seriously provide best service for its passengers. That statement was also supported by statement from the second informant, Cabin Crew Nanda, who stated that:

*Citilink adopts values Simple, Prompt, and Polite. In accordance with the needs of people today, we need something easy, comfortable, especially with the advancement of technology and the digital era. Nowadays, all can be done with their smartphones. Of course we must stay innovative, adaptive and must be proactive based on integrity so that we can provide best solution for passenger. And for polite, we must empathize and respect to the needs of our customers with enthusiasm to give the best.*

Based on Nanda's opinion, corporate values of Citilink were interpreted as comfort and convenience provided in line with technological advancements, by maintaining integrity and respecting customer needs. The third informant, cabin crew Sintia, also added in her statement that stronger corporate values of the company would encourage employees to move forward together with the company.

The statements from the cabin crew regarding the understanding of corporate values were reinforced by a statement from the fourth informant, the manager service standard and delivery of Citilink Indonesia, Adhis. She stated that the values of the company were the root of success of the company in achieving the company's vision and. This was in line with what was conveyed by fifth informant, Yola, the Senior Manager of Corporate Communication Citilink Indonesia, who claimed that corporate values (simple, prompt, and polite) were the identity of Citilink.

Cabin crew's understanding about corporate values is in line with management. Both parties have a good understanding of corporate values from Citilink, and they agreed that corporate values are the foundation for achieving the company's vision and mission and providing the best service to passengers. This situation also in accordance with Deal and Kennedy (1982) who believe that corporate values is the fundamental character of the organization and provide concrete guidelines to members for achieving success.

###### 4.1.2 Heroes

Deal and Kennedy (1982) described heroes as people who represent the corporate values or organizational member with concrete role model of behavior. In the airline industry, cabin crew are the member of the organization, have to perform appropriate behavior in front of the public, which showcases the values of the company itself. At Citilink, cabin crew Dadin stated that cabin crew is a representative of the company. He further elaborated that cabin crew's work is not only flying from one place to another, but he or she is a representative of the company. That statement supported by other informant, Nanda, which mentioned that cabin crew is a manifestation of visible corporate values. Nanda said:

*The cabin crew is a manifestation of the company's values that are visible, so that whatever the cabin crew does when carrying out their duties or when wearing a uniform, then the customer will see us as a role model that reflects the company's value.*



Sintia's opinion was not much different with the opinion from Dadin's and Nanda's. Sintia stated that if cabin crew is guided by existing values, then instinctively he or she will act in accordance with the company's regulation.

Statements from those cabin crew were supported by the opinions from management of Citilink Indonesia, whereby from the side of the service standard management, Adhis, stated that the cabin crew itself is a role model of the company, especially Airlines, and must be able to support Vision Mission and implement corporate values that have been determined by the company by providing excellent service and maintaining performance in accordance with company standards. Adhis also added that Citilink's trainer and senior cabin crew are the role models for junior cabin crew in the implementation of corporate values from the company.

That was in line with the statement from Cabin Crew Dadin, which stated that senior cabin crew has a huge responsibility to display the positive values of the company, because their behavior will be imitated by the junior crew. Dadin said that:

*As a senior cabin crew, of course my responsibilities are very big. If I break the rules, my junior will also break the rules. They will assume that their seniors are doing the same thing anyway. Good or bad the flight is, will become my responsibility as a senior cabin crew. That's why I always try to run everything well so that it becomes an example or role model for my junior too.*

This opinion was supported by another informant from corporate communication side, Yola, as she mentioned that Citilink has the agents of culture, which consists of selected people, where their behavior must reflect the values of the company so that they can shape the image of the company. This is consistent with Deal and Kennedy (1982) who stated that heroes are designated by the organization through awards.

Based on the results of the interviews above, the researchers found that cabin crew are the representative and manifestation of Company's values of Citilink Indonesia. In line with Deal and Kennedy (1982) researcher found significant relationship between heroes and company values. Agent of Culture, Trainer and Senior Cabin Crew are the heroes who best represent or personify the cultural values as concrete role models of behavior that will demonstrate what is achievable in Citilink.

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#### 4.1.3 Rites and Rituals

Deal and Kennedy (1982) described rites and rituals as an expectation for member behavior that display the value of organization. This rituals including daily activities, communication issues as how senior and junior address each other, and public performances that display corporate values. Furthermore, according to Cabin Service Guide Book (Citilink, 2018), cabin crew shall perform "Citilink Journey Experience" starting from Pre-Flight, In-Flight, Post-Flight.

According to cabin crew Nanda, the rites and rituals as a cabin crew are to ensure the safety and comfort of passengers starting from boarding until passengers leaving the aircraft. Cabin crew Sintia also added that:

*Working as Cabin crew is a pleasant job. Job that allows me to make new friends, meetup with new people, and get free vacations. We are also required to use makeup. Must be friendly and always smile. The job is fun but it makes you tired too.*

In addition, cabin crew as a member of the organization has to perform day to day activities directly in front of the public, where all those activities performed could reflect the values of the company.

Cabin Crew Dadin stated that the expected behavior of a cabin crew in implementing corporate value is to be professional and not doing negative things that affect the company. That statement was supported by other informant, Nanda, which mentioned that rites and rituals of cabin crew members is to become an adaptive person, full of innovation with high integrity in serving the passenger.

In addition, the service standard manager, Adhis, stated that cabin crew must be able to support Vision Mission and implement corporate values that have been determined by the company by providing excellent service and maintaining performance in accordance with company standards. Adhis said:

*A cabin crew must be able to support Vision Mission and implement corporate values that have been determined by the company by providing excellent service and maintaining performance in accordance with company standards. If asked whether it's important or not, it's certainly very important. As a frontliner, cabin crew is expected to be able to create moment of truth or positive image in the eyes of passengers.*

This opinion was supported by other informant from corporate communication side, Yola, as she mentioned that the application of values into daily activities is very important to build a positive image for the company. Furthermore, Yola also mentioned that managements are expected to provide a positive example so that they become role models for cabin crew so that the characteristics of the company will be formed which differentiate Citilink from other airlines.

Based on the results of the interviews above, researchers believe that cabin crew has been in line with management in terms of carrying out their rites and rituals as cabin crew. Their pre-flight activities include preparation for their personal appearance, pre-flight briefing, health check, safety equipment checks, boarding and greeting the passengers. In-flight activities include meal service preparation, fulfill passenger's request and ensuring passenger's comfort throughout the flight. Meanwhile, post flight activities include farewell greeting, post flight briefing and ground cleaning.

Deal and Kennedy (1982) mentioned that rites and ritual provide expectation from member's behavior. This statement was confirmed by the researcher that cabin crew are the ones who convey company values, Simple, Prompt, Polite, through their behavior in their daily activities starting from pre-flight, in-flight, and post-flight so as to form the image of the company in the eyes of customer.

#### 4.1.4 Cultural Network

Deal and Kennedy (1982) defines culture network as the primary carrier of cultural information between management and worker through stories, jokes, gossip, legends that serves to promote the values of organization. Every company must have the means to convey corporate values from management to its employees. From the management side, Adhis said that service training is a formal means of conveying information about company values. Through stories conveyed by trainers about the experience of implementing company values while working, it can help cabin crew to understand the company's. That was also supported by a statement from Dadin. As a cabin crew, Dadin said:

*Usually in the service class, we are taught about corporate values from Citilink. I also get a lot of input from friends during sharing sessions related to experiences while working, so we know what is right and what is wrong.*

While Nanda said in his interview that senior cabin crew was responsible for conveying corporate value to junior cabin crew by modeling positive behavior. Nanda said:

*I am a senior cabin crew at Citilink. I always give a positive example to my junior through my work. So everything I do, the junior will see, and indirectly will behave the same.*

Furthermore, Yola, from Corporate Communication Citilink Indonesia, company has communication tools to deliver information about corporate values through Blink magazine, websites and email. Yola said:

Related to the above interviews, Researchers found that the cultural network at Citilink Indonesia is an important process for communicating values of the company to the frontliners, and it can be seen that the culture network at Citilink has going well. Researcher also found strong correlation between heroes in Citilink such as the trainers and leaders with the process of delivering values to cabin crew.

According to Deal and Kennedy (1982), cultural network consists of the informal communication network. But, the researcher found that there are two communication tools used by Citilink Indonesia in delivering values of the company. Both formal and informal tools could help the process of delivering corporate values to Citilink Cabin Emotional Labor.

#### 4.2.1 Deep Acting

According to Hochschild (1983), deep acting is emotion appear that match the required display, without feeling the pressure and not being fake so as to match the organizational expectation. For example, when cabin crew does not naturally feel like smiling, deep acting is the first process of suppression of this desire not to smile. In the process of interview that was conducted, then researcher found the understanding related to deep acting. Cabin Crew Dadin stated that he always starts his works with good intentions so it can produce good results. This statement was accordance with Grandey (2000, p. 100), that engaging in deep acting has been regarded as a "good faith" type of emotional labor because it shows the service employee has goodwill toward the customer in the service interaction.

Furthermore, Cabin crew Nanda added that:

*Because their expectations for cabin crew service are very high, so I must give my best smile to all passengers. Positive vibes only.*

Nanda opined that because passengers have high expectations of cabin crew, he always strives to give the best to passenger. Cabin crew Sintia also added in her statement that the cabin crew's ability to display emotions desired by the company depends very much on the personality of each cabin crew. Statements from cabin crew about deep acting were reinforced by a statement from manager service standard. Adhis said:

*The cabin crew is a role model, the front liner of the company. Cabin crew must be able to be professional in their work because when they perform a cabin crew's job, they must be able to positioning themselves in whatever they do to form the image of the company. So even if it is regulated, we expect that cabin crew can voluntarily carry out those regulations.*

In her statement, Adhis stated that Cabin crew is a role model of a company where cabin crew must be able to position themselves as an image of the company. She expected that there is no compulsion in carrying out the desired emotions, and all are carried out sincerely from the heart. Furthermore, Cabin crew Dadin added that every time he faced a problem with passengers, he always put his position as a passenger, understanding the

conditions experienced by passengers so as to neutralize the emotions that are being experienced so as to match the required emotion.

Meanwhile, as junior cabin crew, Sintia added that when leaders perform deep acting, junior crew will try to put their emotional effort to perform their work role. That statement was accordance with Humphrey (2008) stated that when leaders perform emotional labor, their subordinates perceive emotionally engaged and followers also try to emotionally attach to organizations.

From the statements above, the researchers concluded that in Citilink Indonesia, engaging in deep acting has been regarded as a “good faith” type of emotional labor because crew cabin understands that all work must begin with sincerity, a positive spirit to be able to give the best to passengers. In addition, researchers also identified cabin crew’s attempts to perform deep acting by enhancing their empathy into their role so they can perform genuine emotions. Researchers also found the relationship between leader’s deep acting and subordinates’ emotional effort management, in which deep acting is the foundation for the front liner to be able to provide excellence service to passengers.

#### 4.2.2 Surface Acting

Okabe (2017) stated that “surface acting is an antecedent-focused way of regulating emotions” (p.151). Cabin crew may modify the emotional appearance and show their behaviors (e.g. smiling) which is unsuitable with the actual feeling by creating fake emotional appearance to express the emotion using non-verbal or verbal communication which suited the social desire. Researchers tried to look deeper from the perspectives of Cabin Crew and management of Citilink Indonesia. Cabin Crew Dadin stated that as an ordinary people, there are times when cabin crew cannot control their emotions. However, by thinking positively that the positive things done will provide satisfaction for the passengers, it will motivate the cabin crew to become a better person.

That statement was supported by another informant, Cabin crew Nanda, who mentioned that negative feelings felt by cabin crew do not need to be shown to passengers. Meanwhile, cabin crew Sintia also added that sometimes pretense needs to be done to maintain a positive image in all situations. According to Sintia:

*I always observe the character of people that I have met, and for me, sometimes the pretense factor is important, so we can maintain good image both in every situation.*

Statements from those cabin crew were also supported by the opinions from management of Citilink Indonesia, whereby from the side of the service standard management, Adhis, stated that cabin crew must be able to become character players. Adhis also added that the service trainer must raise the cabin crew's sincerity and the ability of the cabin crew to act in front of passengers if there are any conditions where the cabin crew could not control their emotions. Adhis said:

*We hold annual service training for cabin crew. Usually in class, cabin crew are taught how to behave or act in front of passengers, for example, if passengers are angry because of flight delays, cabin crew must remain calm and helpful. They don't need to be angry to passengers, they have to place their position in passenger shoes.*

Furthermore, Yola, from corporate communication side, mentioned that once cabin crew don their uniform, they should forget their personal problems.

The researchers found that in addition to deep acting, Citilink cabin crew also run a surface acting to meet the emotional display required by an organization. That condition was in line with “faking in good faith” from Rafaeli and Sutton (1987), where by faking but believing it should be part of the job due to internalized role expectation. Furthermore, based on the evidences, the researchersuncovered that Citilink Indonesia also engaging in organizational practices such as training to shape emotional labor processes. Cabin crew are trained to influences their emotion with emphasize on deep acting over surface acting. This periodic service training aims to enable cabin crew balances the deep acting and surface acting in their daily work.

#### 4.2.3 Display Rules

Employees identify the desired emotions by these feeling rules also called *display rules* (Ashforth & Humphrey, 1993). These feeling rules are determined by the organizations or society and are considered appropriate responses for the given situations. In the customer service industry, especially the airline industry, training employees is important so that they abide by these felling rules which result in commercial gains. According to service standard manager, Adhis, *display rules* for Citilink cabin crew are set in cabin service guide book. Furthermore, Yola, from corporate communication also mentioned that:

*Cabin service guide book, which contains how cabin crew behaves starting from Pre-In-Post flight, which is taught to cabin during service excellence training. I was also involved in teaching cabin crew about how they should implement 3S, namely greetings, professional conduct as cabin crew, communication with fellow coworkers, passengers and supervisors.*

Yola stated that *display rules* related to cabin crew behavior must be implemented for all passengers starting from pre, in, and post flight. To gain more understanding about *display rules*, the researchers looked deeper into statements from cabin crew side. Cabin Crew Nanda added that display rules expected by the company to cabin crew are professionalism at work. Emotions are sometimes transferred from personal behaviors, and so organizations have begun to consider using managerial measures to encourage employees to

employ emotional labor as a way to maximize efficiency while working (Morris & Feldman, 1996). In terms of management itself, Citilink has a standard related to the cabin crew's emotional display in front of passengers, where if the rules are violated then there will be consequences accepted by the cabin crew. It was also conveyed by cabin crew Sintia as follows:

*I must follow those rules. If I don't follow the rules, it will give a negative impact for me and my career at Citilink. And I don't want it.*

Sintia did not want to violate these rules because there would be consequences. Meanwhile, cabin crew Dadin argued that giving sanctions or penalties to cabin crew should be balanced with giving rewards so that cabin crew can be motivated to give their best. That statement was also reinforced by Nanda, who stated that, in addition to the rules that have been made, the controlling process by management must also be done so that the quality of service is maintained.

Furthermore, from the corporate communication side, Yola added that if cabin crew implemented display rules properly then it will give advantages for the company. Yola said:

*Of course, with the emotional control shown by the cabin crew, it can create a sense of trust for all passengers to continue flying with Citilink Indonesia as an air travel option.*

Based on the results of the interviews above, the researchers found that cabin crew should comply to *display rules* made by management through deep acting and surface acting which aimed to meet the passenger's expectation and increase the retention of passengers. The researchers also found that the application of sanctions or punishments given by Citilink is not balanced with appreciation or rewards for cabin crew who have been obedient in carrying out the rules. In addition, the management is considered to be weak in carrying out the organizational practices especially in controlling process that causes violations to display rules.

#### 4.2.4 Emotional Exhaustion

Hochschild (1983) suggested that the type of emotional job demand results in stressful experience for employees. This may be a result of individuals generally not liking to feel "fake" over the long term, which even lead to the burnout alongside a job stress for cabin crew. As the researchers investigated the opinion of the Citilink Cabin Crew and management side of Citilink Indonesia, one of the informants, cabin crew side, Dadin, said:

*The job as a cabin crew is very tiring, because I have to fly 5 to 6 landing every day. Not to mention I have to serve various types of passenger characters and I am also required by the company to always be professional, and obey the rules. Sometimes as a human, I will make mistakes and out of control resulting in complaints from passengers.*

According to Dadin, working as a cabin crew is a tiring job so sometimes cabin crew cannot regulate their emotions and get complaints from passengers. This situation was in line with Maslach and Jackson (1981) who stated that emotional exhaustion is the feeling of being overloaded at work.

That statement, however, was different from what was conveyed by Nanda. According to Nanda, the perceived emotional distress is still in a reasonable stage because every time he feels stressed, he tries to overcome with positive activities. The same thing was conveyed by Sintia. Sintia stated that she never feels stressed because all regulations are always carried out voluntarily.

From the management side, Adhis as the service standard manager stated:

*From the negative side, there must be some cabin crew who protest with the rules made, sometimes even deliberately breaking the rules because they are disappointed or angry because they feel that they are limited by display rules made by the company.*

The above is in line with Yola's opinion, Citilink Indonesia's SM Corporate Communication, that Cabin crew with different personalities, serving passengers with different backgrounds, can experience emotional exhaustion which results in breaking the rules that have been made.

Related to the results of the interview above, the researchers believe positive connection exists between *display rules* and emotional exhaustion. To meet the demand of display rules of the organization, cabin crew have to display their emotions using one of methods, deep acting and surface acting, both of which are considered effortful and difficult. The researchers also found that the more cabin crew displays their actual feeling (deep acting), the less likely they exhaust emotionally. On the other hand, surface acting might result in a stressful experience for employees. That statement is in line with Hochschild (1983) who claimed that the individuals generally not liking to feel "fake" over the long term, which even lead to the burnout alongside a job stress for cabin crew.

#### 4.2.5 Emotional Regulation

Emotional regulation, according to Pedneault (2008), refers to a person's capability to accept and understand his or her experience of emotions, to get involved in healthy strategies in managing emotions which are uncomfortable whenever required, and to be engaged in suitable behavior (e.g., go to work, attend classes, engage in social relationships) when bothered or distressed. According to Dadin, as a cabin crew, when experiencing emotional exhaustion sharing with trusted people can help ease the emotional burden felt. Social support is thought to enable individuals to cope better with job stressors and to increase their sense of personal



control (Cohen & Willis, 1985). The claim was supported by a statement from the Nanda, the cabin crew, who stated that:

*I always make a barrier between personal life and my professional life, I have friends who always entertain me when I'm stressed in terms of work, and vice versa, so I have a solution if I'm having a work problem.*

In addition, Dadin stated that management itself is open to receive feedbacks and complaint from the cabin crew, albeit only general things related to work. Dadin also added that regular meetings between management and cabin crew is expected to be a place for cabin crew to communicate and convey their feelings, feedback, or complaints about their job so that they can overcome emotional distress.

From the management itself, Adhis stated that in dealing with these conditions, cabin crew are expected not to do things that harm themselves and the image of the company. Adhis said:

*Stress that occurs is caused by many factors. It could be due to fatigue both physically and mentally. Even if stress is related to the display rules, cabin crew must remain professional while in uniform. After finish with their work, they can be themselves and do positive activities that can increase their mood.*

Adhis also added that Citilink gives employees' benefits such as salary, unlimited free ticket, and annual leave that can be used to release burnout after work. Informal communication channels can also be carried out by cabin crew if they want to convey their feedback and complaints about work to management.

Based on the interviews above, researchers found that the emotional regulation is very important to avoid prolonged stress which can harm cabin crew and the company. Researcher also found that social support such as express their feeling with the closest person is considered as one of effective way to reduce the emotional burden due to the emotional labor. The role of management is considered still lacking in providing support for cabin crew through formal and informal channels to overcome those conditions.

### 4.3. Social Media

#### 4.3.1 Motivation of Posting

Nardi, Schiano, Gumbrecht, and Swartz (2004) stated there are five major motivations for people to express themselves online: documenting one's life, providing commentary and opinions, expressing deeply felt opinions, articulating ideas through writing and forming, and maintaining community forums. The social media and people's behavior combine and reflecting in the 'status update' on social media network. The claim was supported by a statement from Dadin, that the purpose of cabin crew conveying emotional expression through social media is to get recognition of their existence as cabin crew and expressing deeply felt opinions. Sintia's opinion was not much different with the opinion from Dadin. Sintia stated that social media is a tools for expressing their feelings. The following was statement from Sintia:

*Social media is the only place to express our feeling since now is the era of social media. With our indulgence in social media we can eliminate our anxiety.*

Statements from those cabin crew were also supported by the opinions from the management of Citilink Indonesia, Adhis, who stated that the purpose of conveying feelings through social media is the need for recognition. Furthermore, according to Yola, the cabin crew may not have tools for expressing their emotion, since most of them are coming from outside Jakarta. In this era, the closest communication tool for millennial generation is social media, so the fastest channel is certainly through social media.

Cabin crew Nanda added that emotional exhaustion caused by emotional labor required by the management could cause cabin crew to express their feelings through social media. Nanda said:

*Sometimes there are conditions where lots of passenger requests, not to mention if the airplane delays, flies with the newbie crew, it seems like I want to shout ... I'm tired...but I cannot show my emotions in front of passengers. Thank God, until now I can control my emotions well. But my colleagues, who are not able to control their emotions, choose to express their felling about their work condition work through social media, since social media is the closest communication tools for millennial generation. It's not possible for us to convey it to management about our conflicts with our job, because it will be considered as unprofessional.*

Looking into those evidences, the researchers believe that the motivation for cabin crew in delivering emotional expression through social media is to get recognition of their existence as cabin crew. In addition, the researchers also found that social media is the closest communication tools for cabin crew to express their deepest emotion. The researcher also found the connection between the emotional exhaustion and emotional expression through social media which was similar to Chang and Chiu's (2009) claim that burnout might cause cabin crew to withdraw from their duties, decrease their sense of connection to the company and might lead to emotional expression.

#### 4.3.2 Moment of Truth

Emotional expression in a moment of truth as the point of contact between the customer and the service provider will establish the image of the whole company in the customers' mind (Davidoff, 1994). The emotional

expression shown by cabin crew while wearing the company identity in social media will create different interpretation from internal and external stakeholder.

To gain more understanding about cabin crew and social media, cabin crew Dadin stated that relationship between cabin crew and social media are very close. Social media is a tool for exchanging information, a tool to show cabin crew's existence by updating status about their work and their personal stories. That statement was also supported by statement from Nanda that in this digital era, there are a lot of people who use social media, and the job as cabin crew itself is one of the favorite and desirable jobs for many people, so it will put cabin crew in the spotlight.

Related to the relationship between cabin crew and social media, Sintia also added in her statement that when she wears corporate identity such as uniform, she prefers to convey positive emotional expression on social media. According to Sintia, the image of the cabin crew on social media is strongly influenced by the perceptions of anyone who sees that. Positive things expressed by cabin crew might create negative judgement from public. Furthermore, Nanda said that:

*I once expressed myself on social media by using the title as a cabin crew, my followers increased rapidly, up to thousands, and many direct messages asked me how to become a cabin crew. I also have lots of fans. But that made me uncomfortable because everything I did was noticed by lots of people and I felt limited to expressing myself because it would be associated with my title and bring the image of my own company.*

Nanda stated that he feels limited in expressing himself because it would be associated with his title as a cabin crew and affect the image of the company.

A statement from cabin crew about emotional expression through social media was reinforced by a statement from manager service standard, Adhis, by stating that wearing uniform or not, people will judge them as Citilink cabin crew, so what was conveyed by cabin crew through social media would affect the image of Citilink. The statement was in line with the opinion of Yola, the Senior Manager of Corporate Communication Citilink Indonesia, who stated that:

*Because cabin crew are company's ambassadors, all identities shown on social media will be interpreted differently by people. That's what we try to prevent, because it will be difficult to monitor 1000 cabin crew in using social media, so it must be limited from the start.*

Based on the interviews, the researcher found that emotional expression through social media with or without corporate identity such as cabin crew uniform has a strong correlation in creating moment of truth that describes the image of the whole company in the eyes of passengers.

#### **4.4 Corporate Image**

##### **4.4.1 Image**

According to Yola, the Senior Manager of Corporate Communication, cabin crew is a reflection of corporate values, so cabin crew can help to shape the image desired by the company. Further, cabin crew Nanda stated that image that must be owned as a cabin crew is elegance, smart and positive, even though not all Citilink's cabin crew have such an image. That statement was supported by another informant, Sintia, who mentioned that the image of company must be seen in their daily behavior due to high expectation from passengers. Unfortunately, there are still many cabin crew who cannot maintain their own image.

Cabin crew Dadin also expressed his opinion regarding the image of cabin crew in reality and their relationship with social media. Dadin said:

*Between reality and expectations, yes, quite far in my opinion. Everyone must have their own character, regardless whether he shows it or not in social media. But the cabin crew must have the attitude that has been known by the public as gentle, graceful and warmhearted. Me, myself, also learns to reduce the things that can cause a bad image for me personally and for the company. Because I feel that even though I use social media without uniforms, it will definitely still be connected with my work.*

The statements from those cabin crew were also supported by the management of Citilink Indonesia. From the side of the Cabin Service management, Adhis stated that the crew cabin image is closely related to the image of the company and is a reflection of the company's corporate values. This opinion was in line with corporate communication side. According to Yola, what distinguishes cabin crew from ground staff is that cabin crew interacts directly with passengers; therefore, cabin crew's behavior will reflect the company's image.

Based on the statements above, the researcher believed that corporate image comprises the overall behavioral, verbal and visual elements, which construct an organization as a whole. Cabin crew is front liner that interacts directly with passengers. The image of company must be seen in their daily behavior, due to high expectation from passengers. In addition, the researchers also found the correlation between the corporate image and corporate values whereby the desired image that must be obtained by cabin crew must reflect the corporate values.

##### **4.4.2 Corporate Identity**

The corporate image can generally be described as what comes to the public's mind when hearing a company's name or seeing its logo. Corporate identity is the reality of the corporation, the unique, individual personality of the company that differentiates it from other companies. Citilink itself has corporate identity, such as the company logo, and the cabin crew with their uniforms that differentiate Citilink cabin crew from other airlines.

The emotional expression shown by cabin crew while wearing company identity in social media will create different interpretation from internal and external stakeholders. The researchers asked informants about the relationship between corporate identity and cabin crew communication on social media. According to cabin crew Dadin, Citilink does not have rules yet regarding the emotional expression through social media by wearing corporate identity, so it is legitimate as long as it has delivered in positive way. Dadin also added that expressing on social media wearing corporate identity can be a free advertisement for Citilink.

The opinions from Dadin were also supported by another member of cabin crew. Sintia said that conveying the expression with the company's identity as long as it is positive is still acceptable. However, Sintia also said that conveying personal opinions and matters while wearing uniform should be avoided. The statements from cabin crew Dadin and Sintia were disputed by cabin crew Nanda. According to Nanda, conveying expressions on social media with or without uniforms should be avoided because the company's identity must be maintained properly.

In line with Nanda, Adhis stated that Citilink does not allow emotional expression on social media with uniforms because cabin crew will always be seen as an employee of Citilink Indonesia, not in their personal capacity. Every crew member should follow the rules of social media usage that has been stated in Cabin Service Guide Book (Citilink, 2018), as follows:

- Crew must not use image of Citilink aircraft and logo in their social media.
- Even if crew did not identify themselves as Citilink staff, they are to be careful in what they write or post as inference can easily be drawn if they post about their experiences, etc.
- Derogatory comments about Citilink services, working conditions, fellow colleagues and passengers are not allowed.
- Management will take disciplinary action against crew who flout these guidelines.

In terms of this issue, Adhis stated that:

*From the management perspective, emotional expression which is done by cabin crew through social media wearing corporate identity is very unwise, because in return, no longer individuals are seen, A or B, but Citilink will be viewed as a whole.*

The statement from Adhis was in line with Andreassen and Lindestad's (1998) claim that corporate image was also found and expanded in customers mind throughout experience and communication.

Meanwhile, Adhis also added that Citilink often displays photos of cabin crew with corporate identity on its official social media accounts to form the image as desired by Citilink Indonesia. These posts are managed officially by marketing communication division. This tactic was in line with Dowling (1986) who stated that "from the corporate point of view, firm can create and or modify its images by manipulating the object determined aspects of its products and services and by attempting to control the types of information disseminated to people about the company" (p. 110). Furthermore, cabin crew Nanda also added that lack of education from management, which related on how to use social media wisely, will lead to deviations against the regulation. Nanda said that:

*In my opinion, cabin crew have not been fully educated about the social media usage. So there are still many of them who think that posting on social media with corporate identity is allowed. It is understandable because majority of our cabin crew are from high school graduate where they were only 18-19 years old when they started working as a cabin crew. As a result, social media euphoria arises which is not accompanied by appropriate education.*

From the management side, Nanda's statement was confirmed by Adhis, who stated that the social media rules that have been set by the company are not accompanied with the socialization or educational process to the cabin crew, especially on the proper use of social media. The statement was in line with the opinion of Yola, SM Corporate Communication Citilink Indonesia. Yola stated that corporate communication itself has functions to maintain the image of the company, so that all cabin crew are expected to have a sense of belonging towards the company.

Related to the statements above, the researcher found that cabin crew and management have different perspectives regarding the company's social media regulation. Cabin crew assumed that conveying positive emotional expression on social media with uniforms is allowed by the management. On the other hand, management said that the emotional expression with corporate identity is a violation of the rules and could damage the image of Citilink. This shows that the internal communication between cabin crew and management in conveying still needs more working, especially on the socialization of social media regulation. The worst consequence might a situation in which irregularities can occur that will affect the company's image.

## V. CONCLUSION

As emotional labor is important in maintaining the company's image both during the work process, employees' engagement in social to release the burden of such labor is equally necessary to regulate at least in the case of this study. After analyzing and interpreting the data, the researchers concluded that:

1. In the millennial era, social media becoming the closest communication tools for cabin crew to express their deepest emotion. The motivations of cabin crew in delivering emotional expression through social media are, first, to get recognition of their existence as cabin crew. Second, the emotional exhaustion when negotiating with emotional labor may cause cabin crew to withdraw from their duties, decrease their sense of connection to the company and may lead to emotional expression through social media. The role of management is considered still lacking in providing social support and education about social media usage to cabin crew, through formal and informal communication channels so that company could not overcome that phenomenon.
2. Cabin crew are the ones who convey corporate values through their rites and rituals starting from pre-in-post flight so as to form the image of company. Cabin crew should perform emotional labor strategies to meet the demand of the organization using one of methods, deep acting and surface acting, both of which are considered effortful and difficult. At Citilink Indonesia, engaging in deep acting has been regarded as a "good faith" type of emotional labor because crew cabin understands that all work must begin with sincerity. In addition, cabin crew attempt to perform deep acting by enhance their empathy into their role, so they can perform genuine emotions. Citilink cabin crew also run a surface acting to meet the display rules required by an organization.
3. Agents of Culture, Trainers, and Senior Cabin Crew at Citilink Indonesia are the heroes who best represent or personify the cultural values as concrete role models of behavior that will demonstrate what is achievable in Citilink. When heroes or leaders perform emotional labor strategies, their subordinates also try to emotionally attach to organizations. Organizational practices such as training for leader and subordinates to shape emotional labor processes, which aims to balances the deep acting and surface acting in their daily work should be conducted frequently. Meanwhile, controlling proses to maintain emotional labor, followed by application of sanctions or punishment, should be balanced with appreciation or rewards to all cabin crew who have been obedient in carrying the rules.

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