

**A STRUCTURAL EQUATION MODEL OF FLIGHT PURSERS
LEADERSHIP, CABIN CREW EXPERIENCE AND CABIN CREW
ENGAGEMENT: A PERSPECTIVE OF A FULL-SERVICE
AIRLINE IN THAILAND**



SUTISA KAEWPOO

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism and Hospitality
Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2022**

**A STRUCTURAL EQUATION MODEL OF FLIGHT PURSERS
LEADERSHIP, CABIN CREW EXPERIENCE AND CABIN CREW
ENGAGEMENT: A PERSPECTIVE OF A FULL-SERVICE
AIRLINE IN THAILAND**

SUTISA KAEWPOO

The Graduate School of Tourism Management

..... Major Advisor
(Assistant Professor Chokechai Suveatwatanakul, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of Requirements for the Degree of Doctor of Philosophy (Integrated Tourism and Hospitality Management).

..... Committee Chairperson
(Associate Professor Sumalee Nunthasiriphon, Ph.D.)

..... Committee
(Assistant Professor Chokechai Suveatwatanakul, Ph.D.)

..... Committee
(Associate Professor Kanokkarn Kaewnuch, Ph.D.)

..... Committee
(Assistant Professor Kassara Sukpatch, Ph.D.)

..... Committee
(Professor Therdchai Choibamroong, Ph.D.)

ABSTRACT

Title of Dissertation	A STRUCTURAL EQUATION MODEL OF FLIGHT PURSERS LEADERSHIP, CABIN CREW EXPERIENCE AND CABIN CREW ENGAGEMENT: A PERSPECTIVE OF A FULL-SERVICE AIRLINE IN THAILAND
Author	Miss SUTISA KAEWPOO
Degree	Doctor of Philosophy (Integrated Tourism and Hospitality Management)
Year	2022

Employee engagement is generally acknowledged as a critical component, and most businesses place a high value on nurturing it as a means of contributing to their organizations' overall success in Thailand, where the leader is also accountable for providing pleasant employee experiences to increase their employee engagement. The purpose of this study was to enhance cabin crew engagement in the context of a full-service airline in Thailand. The research findings may benefit a full-service airline in Thailand comprehend the suitable flight purser characteristics that influence the cabin crew experience, resulting in increased cabin crew engagement. The study objectives were aimed to 1) investigate the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. 2) create the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. 3) test the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data.

The research employed a quantitative method with structural equation modeling (SEM) to examine flight purser leadership, cabin crew experience, and cabin crew engagement in a full-service airline in Thailand. The sample group consisted of cabin crew members operating for a full-service airline in Thailand with a minimum of one year of work experience. Following the observable variable and following the rule of thumb, the size of the sample group will be determined by applying either 10 subjects per variable or 20 subjects per variable. There were at least 120 participants

in the sample group. The questionnaire functioned as a survey tool. Composed and delivered to the participants were closed-ended questions regarding flight purser leadership, cabin crew experience, and cabin crew. The confirmatory factor analysis (CFA) was being used to analyze questionnaire data to determine the construct validity of the latent variable.

The results demonstrated that 1) the study of three latent variables consisting of variables of flight pursers leadership, cabin crew experience, and variable of cabin crew engagement, each component of the measurement model had the appropriate criteria which could be used to analyze the structural equation model (SEM). The reason was that the factor loading was from 0.4 upwards with statistical significance. 2) according to the first research aim, the structure of three latent variables was confirmed, and all latent variables were used to create a structural equation model based on the conceptual framework established through variable extraction. 3) the structural equation model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand is consistent with the empirical data.

In order to enhance cabin crew engagement in the context of a full-service airline in Thailand, it is recommended to develop an absorption facet among cabin crew, which is the most statistically significant aspect of cabin crew engagement. The airline may consider having flight pursers demonstrate gratitude for good relationships with colleagues; providing the guidance of clear working procedures to cabin crew; providing assistance during work; and also, the airline may consider providing flight pursers the independence to solve problems on their own while performing duties. Apart from that, the airline may emphasize vigor, dedication, and increased job performance, respectively.

However, the research was limited primarily by the data sample being collected from a single airline. It might be considered in researching a large number of cabin crew in Thailand's full-service airlines as well as a variety of other types of airlines, such as low-cost carriers.

ACKNOWLEDGEMENTS

This dissertation is dedicated to the people who have always been supportive of my Ph.D. voyage. I would love nothing more than to express all of my admiration and gratitude to those who have been by my side ever since the day that I made the decision to embark on the adventure and journey path that have led to the completion of my Ph.D.

First, I would love to express my gratitude to my advisor, Assistant Professor Chokechai Suveatwatanakul, Ph.D., for devoting his valuable time, substantial knowledge, and patience to me. He is a sympathetic, inspiring, and rational individual. He encouraged me in composing my dissertation and even advised me on how to deal with situations in times of deficient self-confidence.

Second, regarding the completion of my dissertation, the assistance and willingness of the cabin crew of a full-service airline in Thailand were essential. This dissertation would not have been achieved without their collaboration.

Then, I would love to express my appreciation to my family, particularly my mother and father, who have always been compassionate and motivated and would be most excited to attend and witness my Ph.D. graduation.

My devoted and adored husband comes in last, but certainly not least. He has been nothing but delighted and appreciative of his role as a supporter while I work towards receiving my Ph.D., and this has been the case the entire time I have been making efforts to earn my doctorate. He always says that “Nothing is perfect, and you may make a mistake, but you are able to learn from it.”

In conclusion, I would love to express my admiration for myself in which I have grown more patience, gained more discipline, and raised my logical thinking as I have progressed through my doctoral studies. In reality, there is no such thing as perfection, but I managed to accomplish it, in my own sense, a perfectly splendid way.

SUTISA KAEWPOO

May 2023

TABLE OF CONTENTS

	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	xiii
LIST OF FIGURES.....	xvi
CHAPTER 1 INTRODUCTION.....	1
1.1 Research Background and Significance of the Issue.....	1
1.2 Research Problem Identification.....	18
1.3 Research Academic Gap.....	20
1.4 Research Questions.....	22
1.5 Research Objectives.....	23
1.6 Research Outputs.....	23
1.7 Research Benefits.....	23
1.7.1 Academic Benefits.....	23
1.7.2 Aviation Industry Benefits.....	24
1.7.3 Positive Outcome During the Study.....	24
1.8 Research Scope.....	25
1.8.1 Scope Regarding Population Criteria.....	25
1.8.2 Area Scope.....	26
1.8.3 Content Scope.....	26
1.8.3.1 Independent Variables.....	26
1.8.3.2 Mediating variables or intermediate variables.....	26
1.8.3.3 Dependent Variables.....	26
1.8.4 Time Scope.....	26
CHAPTER 2 CONCEPT, THEORY, AND RELEVANT RESEARCH STUDY.....	27

2.1 Introduction	27
2.2 Overview of Full-Service Airline	29
2.2.1 Background and Concepts of Full-Service Airlines	29
2.3 Background and Concepts Full-Service Airline in Thailand.....	35
2.4 Concepts and Theories of Leadership	38
2.4.1 Overview of Leadership Concept.....	38
2.4.2 Leadership Theory.....	43
2.4.2.1 Leadership Theories, and Styles.....	43
2.4.2.2 Leadership in hospitality and tourism industry	44
2.4.3 Leadership Characteristics	47
2.4.3.1 Efficacy Leadership.....	47
2.4.3.2 Idealized Influence leadership	52
2.4.3.3 Servant Leadership	61
2.4.3.4 Moral leadership	65
2.4.3.5 Ethical Leadership	68
2.4.3.6 Mentor Leadership.....	73
2.4.3.7 Encouragement of self – initiation Leadership	78
2.4.4 Flight Purser Leadership Concepts.....	81
2.4.5 Cabin Crew Roles and Responsibilities	83
2.4.6 Flight Purser Roles and Responsibilities.....	84
2.4.7 Differences in Flight Purser and Cabin Crew Roles and Responsibilities.....	86
2.4.8 Characteristics of flight purser leadership.....	87
2.5 Concepts and Theories of Employee Experience	92
2.5.1 Employee Experience Theory	92
2.5.2 Generating Optimal Employee Experience	95
2.5.3 Overview of Employee Experience Characteristics	99

2.5.4 Employee Experience Characteristics	105
2.5.4.1 Physical experience	105
2.5.4.2 Emotional experience	106
2.5.4.3 Learning experience	109
2.6 Concepts and Theories of Employee Engagement	116
2.6.1 Overview of Employee Engagement Characteristics	121
2.6.2 Definition and Characteristics of Employee Engagement	131
2.6.2.1 Vigor	131
2.6.2.2 Dedication	132
2.6.2.3 Absorption	133
2.6.2.4 Increased Job Performance	133
2.7 Leadership and Employee Experience Relationship	141
2.8 Employee Experience and Employee Engagement Relationship	143
CHAPTER 3 RESEARCH METHODOLOGY	146
3.1 Introduction	146
3.2 Research Process	148
3.2.1 Literature Review	148
3.2.2 Investigating the construct of leadership, employee experience, and employee engagement	148
3.2.3 Creating a structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand	148
3.2.4 Testing a structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data.....	149
3.3 Conceptual Research Framework	151
3.4 Variables Utilize in the Research	152
3.4.1 Independent Variables	152
3.4.2 Mediating variables or intermediate variables	153
3.4.3 Dependent Variables	153

3.5 A structural equation model of flight purser leadership, cabin crew experience and cabin crew engagement in the context of a full-service airline in Thailand.	155
3.6 Research Hypothesis	156
3.7 Operational Definition	158
3.7.1 A Full-Service Airline	158
3.7.2 Flight Purser	158
3.7.3 Flight Purser Leadership	158
3.7.4 The Five Facets of Flight Pursers Leadership Characteristics	159
3.7.4.1 Moral Leadership	159
3.7.4.2 Efficacy Leadership	159
3.7.4.3 Mentor Leadership	159
3.7.4.4 Encouragement of self – initiation Leadership	159
3.7.4.5 Idealized Influence Leadership	159
3.7.5 Cabin Crew	160
3.7.6 Cabin Crew Experience	160
3.7.7 The Three Facets of Cabin Crew Experience	160
3.7.7.1 Physical Experience	160
3.7.7.2 Emotional Experience	160
3.7.7.3 Learning Experience	160
3.7.8 Cabin Crew Engagement	160
3.7.9 Cabin Crew Engagement Indicators	161
3.7.9.1 Vigor	161
3.7.9.2 Dedication	161
3.7.9.3 Absorption	161
3.7.9.4 Increased Job Performance	161
3.8 Quantitative Research Methodology	162
3.8.1 Population and Sampling	162

3.8.1.1 Population.....	162
3.8.1.2 Sample Group.....	162
3.8.1.3 Sample Technique.....	163
3.8.2 Research Tool and Design.....	163
3.8.2.1 Design of Research Tool.....	163
3.8.2.2 Content of the Questionnaire.....	164
3.8.2.3 Validity Test.....	165
3.8.2.4 Reliability Test.....	167
3.8.3 Data Collection.....	167
3.8.4 Data Analysis and Statistics Applied.....	169
3.8.4.1 Data Analysis.....	169
3.8.4.2 Statistics Applied.....	169
3.9 Research Ethics.....	172
CHAPTER 4 DATA ANALYSIS AND RESEARCH FINDINGS.....	175
4.1 Introduction.....	175
4.2 Data Analysis of Quantitative Research.....	178
4.2.1 Analysis of the general data of the questionnaire respondents.....	178
4.2.2 Opinions of the analysis of Flight Purser Leadership.....	179
4.2.3 Opinions of Cabin Crew Experience.....	187
4.2.4 Opinions of Cabin Crew Engagement.....	192
4.2.5 Confirmatory Factor Analysis (CFA).....	198
4.2.5.1 Analysis of Cabin Crew Experience.....	200
4.2.5.2 Confirmatory Factor Analysis (CFA) of Cabin Crew Engagement.....	201
4.2.5.3 Analysis of the covariance between the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement.....	205
4.2.6 Analysis of Structural Equation Model (SEM) of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....	209

4.2.6.1 The testing of the relationship of the Observed Variables based on KMO and Bartlett's Test of Sphericity.....	210
4.2.6.2 Testing of the correlation among Observed Variables	211
4.2.6.3 The Analysis of Each Subfactor in Flight Purser Leadership	213
4.2.6.4 Summary of the Results of the Structural Relationship	223
4.2.6.5 Testing Results of Research Hypothesis	225
CHAPTER 5 CONCLUSION AND RECOMMENDATIONS.....	228
5.1 Introduction	228
5.2 Summarized Results on the Research Objectives	229
5.2.1 The Results of the Investigation on the Construct of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand: Objective 1	229
5.2.1.1 The Results of Investigation on Flight Purser Leadership Characteristics	229
5.2.1.2 The Results of Investigation on Cabin Crew Experience.....	232
5.2.1.3 The Results of Investigation on Cabin Crew Engagement.....	233
5.2.2 The Results of the Creation of the Construct of the Structure Model of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand: Objective 2.....	235
5.2.3 The Results of Testing a Structure Model of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand Consistent with Empirical Data: Objective 3	235
5.3 Discussion.....	237
5.3.1 Discussion on the Constructs of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand	237
5.3.1.1 Discussion on the constructs of Flight Pursers leadership Characteristics	237

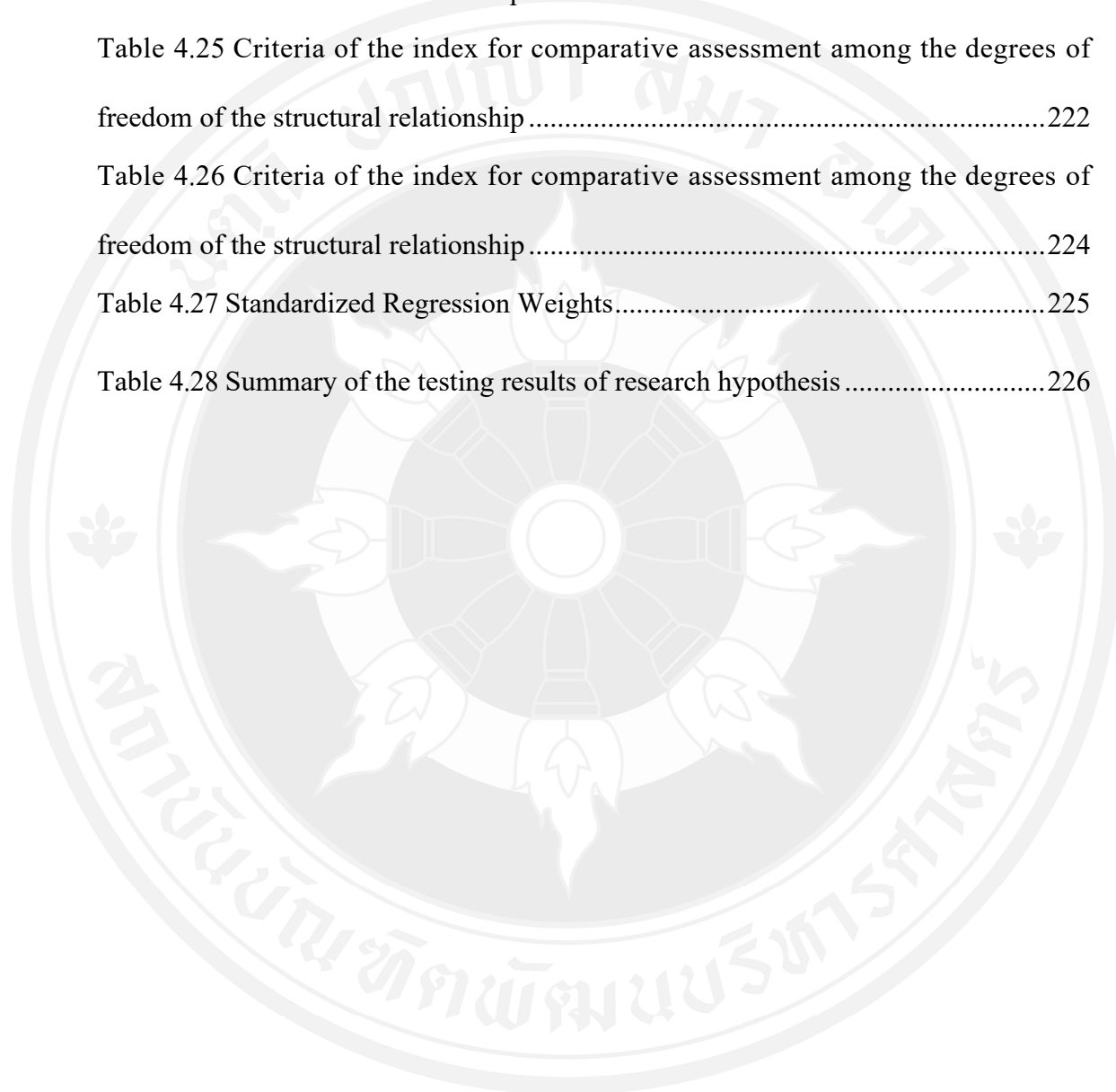
5.3.1.2 Discussion on the Constructs of Cabin Crew Experience	243
5.3.1.3 Discussion on the Constructs of Cabin Crew Engagement	247
5.3.2 Discussion on the Structure Model of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement for a Full-Service Airline in Thailand	256
5.3.3 Discussion on the Results of Testing a Structure Model of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand Consistent with Empirical Data.....	263
5.4 Recommendations for Implementation	266
5.4.1 Recommendations for the development of Flight Pursers Leadership Characteristics	267
5.4.2 Recommendations for the development of Cabin Crew Experience	268
5.4.3 Recommendations for the development of Cabin Crew Engagement ...	270
5.4.4 Recommendations for Future Research	271
5.5 Limitations of the Research.....	272
BIBLIOGRAPHY	273
APPENDICES	324
Appendix A.....	325
Questionnaires	325
Appendix B.....	359
The Result of Expert Questionnaire Evaluation	359
Appendix C.....	375
Research Ethics Certificate of Approval	375
BIOGRAPHY	378

LIST OF TABLES

	Page
Table 2.1 Breakdown of References by Topic and Reference Type	28
Table 2.2 Breakdown of References by Topic from 2018-2020.....	28
Table 2.3 Factors of flight purser leadership characteristics	88
Table 2.4 Summarization of Cabin Crew Experience Characteristics from literature review.....	114
Table 2.5 Summarization of Cabin Crew Engagement Characteristics from literature review.....	136
Table 2.6 Leadership and Employee Experience Relationship.....	142
Table 2.7 Employee Experience and Employee Engagement Relationship	144
Table 3.1 Model-Fit Criteria and Acceptable Fit Interpretation	171
Table 4.1 Number and Percentage of the Sample Divided by the Status of the Questionnaire Respondent	178
Table 4.2 Mean and Standard Deviation of Moral Leadership	180
Table 4.3 Mean and Standard Deviation of Efficacy Leadership	181
Table 4.4 Mean and Standard Deviation of Mentoring Leadership.....	182
Table 4.5 Mean and Standard Deviation of Encouragement of Self Initiation Leadership.....	184
Table 4.6 Mean and Standard Deviation of Idealized Influence Leadership.....	185
Table 4.7 Mean and Standard Deviation of Cabin Crew Experience on Physical Experience.....	188

Table 4.8 Mean and Standard Deviation of Cabin Crew Experience on Emotional Experience.....	189
Table 4.9 Mean and Standard Deviation of Cabin Crew Experience on Learning Experience.....	191
Table 4.10 Mean and Standard Deviation of Cabin Crew Engagement on Vigor.....	193
Table 4.11 Mean and Standard Deviation of Cabin Crew Engagement on Dedication	194
Table 4.12 Mean and Standard Deviation of Cabin Crew Engagement on Absorption	195
Table 4.13 Mean and Standard Deviation of Cabin Crew Engagement on Increased Job Performance.....	197
Table 4.14 Criteria of the index for comparative assessment	199
Table 4.15 Modification Indices	204
Table 4.16 Comparison results of the criteria of index	204
Table 4.17 Modification Indices	208
Table 4.18 Comparison results of the criteria of the index	209
Table 4.19 Results of the testing of the relationship of Observed Variables with KMO and Bartlett's Test of Sphericity	210
Table 4.20 Correlation Coefficient among Observed Variables	211
Table 4.21 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	214
Table 4.22 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	216

Table 4.23 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	218
Table 4.24 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	220
Table 4.25 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	222
Table 4.26 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship	224
Table 4.27 Standardized Regression Weights.....	225
Table 4.28 Summary of the testing results of research hypothesis	226



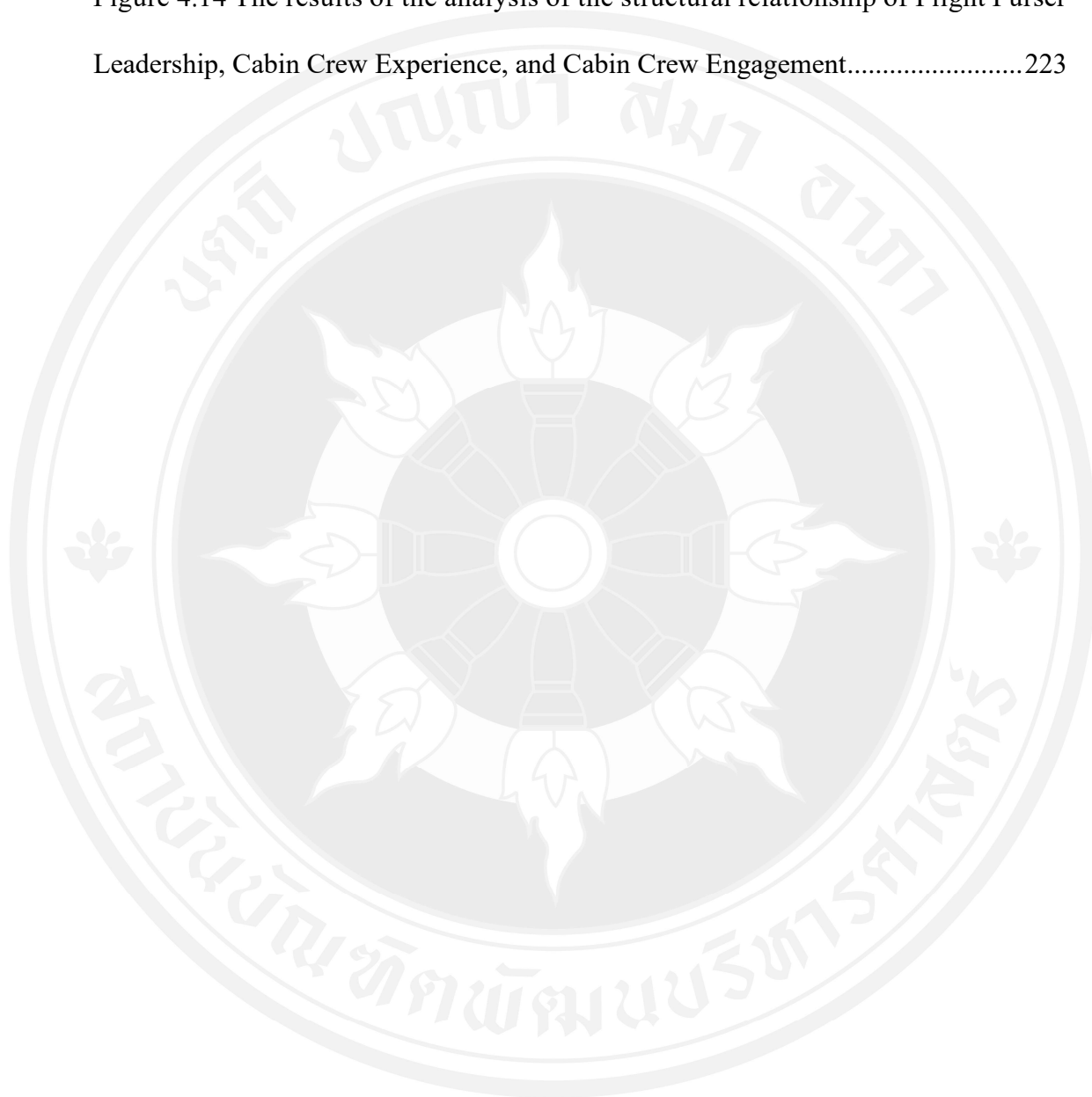
LIST OF FIGURES

	Page
Figure 1.1 Travel and Tourism Global GDP during 2000-2020.....	3
Figure 1.2 International tourist arrivals in Asia and the Pacific by mode of transport and subregions and mode of transport (%).	6
Figure 1.3 International tourist arrivals in Asia and the Pacific by mode of transport..	7
Figure 1.4 International tourist arrivals in 2020 and Scenarios for 2021 (y-o-y monthly change over 2019, %).....	8
Figure 1.5 Overall number of passengers across the country during 2010–2019	9
Figure 1.6 Overall flight growth during 2010–2019	10
Figure 3.1 The Research Process	150
Figure 3.2 Conceptual Research Framework.....	152
Figure 3.3 A Structural Equation Model of Flight Purser Leadership, Cabin Crew Experience and Cabin Crew Engagement in The Context of a Full-Service Airline in Thailand.	156
Figure 4.1 Results of Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience (before model modification).....	200
Figure 4.2 Results of the Confirmatory Factor Analysis (CFA) of Measurement Model of Cabin Crew Engagement before model modification	201

Figure 4.3 Results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Engagement after model modification.....	201
Figure 4.4 Model Fit Summary of Cabin Crew Engagement	203
Figure 4.5 Results of Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement before model modification.....	205
Figure 4.6 Results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement after model modification.....	206
Figure 4.7 Model Fit Summary of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement.....	207
Figure 4.8 Structural relationship to test the hypothesis of Flight Purser Leadership in each of the 5 aspects and Cabin Crew Experience, and Cabin Crew Engagement derived from the conceptual research framework.....	212
Figure 4.9 The analysis Results of the structural relationship of Flight Purser Leadership on Moral Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....	213
Figure 4.10 Results of the analysis of the structural relationship of Flight Purser Leadership on Efficacy Leadership (EF), Cabin Crew Experience, and Cabin Crew Engagement.....	215
Figure 4.11 Results of the analysis of the structural relationship of Flight Purser Leadership on Mentoring Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....	217
Figure 4.12 The results of the analysis of the structural relationship of Flight Purser Leadership on Encouragement of Self Initiation Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....	219

Figure 4.13 Results of the analysis of the structural relationship of Flight Purser Leadership on Idealized Influence Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....221

Figure 4.14 The results of the analysis of the structural relationship of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement.....223



CHAPTER 1

INTRODUCTION

1.1 Research Background and Significance of the Issue

In the extensive literature, employee engagement has been the topic of a considerable number of studies that have been conducted. During the last several decades, according to a great number of scholars, the phrase “Employee Engagement” has acquired significant traction in corporate organizations (The Civil Aviation Authority of Thailand [CAAT], 2018; Wiedemann, 2016). Some academics revealed that employee engagement is a positive perception of employee experience related to work-associated situations that are defined by vigor, dedication, and absorption (Guest, 2014). According to a significant number of academics, employee engagement is influenced by a variety of variables, for instance, the behaviors of leaders and the organizational environment they create, which impact employees’ experiences as well as interpersonal relationships inside the organization (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). However, some academics argued that employee engagement was recognized as a direct consequence of positive employment relationships, which is affected by the behaviors of organizational leaders (Amah, 2018). For all of those reasons, the purpose of this study was to investigate the structure of flight pursers leadership characteristics, cabin crew experience and cabin crew engagement of a full-service airline in Thailand, which is one of the most significant business sectors in Thailand.

The tourism and hospitality sector contributes significantly to the acceleration of economic development (Kortt et al., 2018). It is the most significant and rapidly-growing industry in the world, and it contributes substantially to the economic and social growth of various countries around the globe (Johnson et al., 2019). Tourism has

historically been a significant economic industry, particularly in country with distinct features (attraction of the scenery, landmarks, culinary goods, extremely distinctive traditions and culture, etc.) (Biancone et al., 2019; Kodir, 2018). Tourism benefits the community by creating jobs, increasing economic activity, generating foreign currency, protecting the environment, and improving infrastructure (Biancone et al., 2019; Kamanga & Bello, 2018; Kodir, 2018; Tang & Ozturk, 2017). Certainly, increasing tourist sector activities also enables other industries to flourish due to economic development, which is an indicator of a country's economic progress (Joshi, 2019). Tourism has grown to be an extraordinarily significant business at both the national and international level during the past several decades (Prakash et al., 2020).

Over a period of approximately three decades, the World Travel and Tourism Council (WTTC, 2020) has estimated the economic and employment consequences of hospitality and tourism, emphasizing the sector's significance to the global economy (WTTC, 2020). After COVID-19, the study shows that travel, tourism, and creating new employment and encouraging tourists to return to their locations are the industry's most crucial to supporting the global economy's recovery. The industry has a beneficial economic casual sequence impact on suppliers across the whole supply chain, which is significant (WTTC, 2020). Travel and tourism have performed a significant role in job development and are a constant resource of employment possibilities during the previous decade (WTTC, 2021). Approximately 334 million employment (or 10.6 percent of all occupations) were supported by the industry in 2019, and the industry was responsible for producing one in every four net new jobs throughout the globe between 2014 and 2019 (WTTC, 2021). Despite the fact that travel and tourism have direct economic advantages in terms of Gross Domestic Product (GDP) and employment, the benefits of travel and tourism have far-reaching indirect effects that extend across the whole system and supply chain connections to other business sectors (WTTC, 2021).

Evidently, travel and tourism recognized as one of the world's major industries in 2019, accounting for 10.4 percent of global GDP (USD 9.2 trillion), 10.6 percent of all employment (334 million), and accounting for one in every four new jobs created across the globe. Furthermore, foreign visitors spent a total of USD 1.7 trillion in 2019 according to official figures (6.8 percent of total exports, 27.4 percent of global services exports) as can be seen in Figure 1.1 (WTTC, 2020).

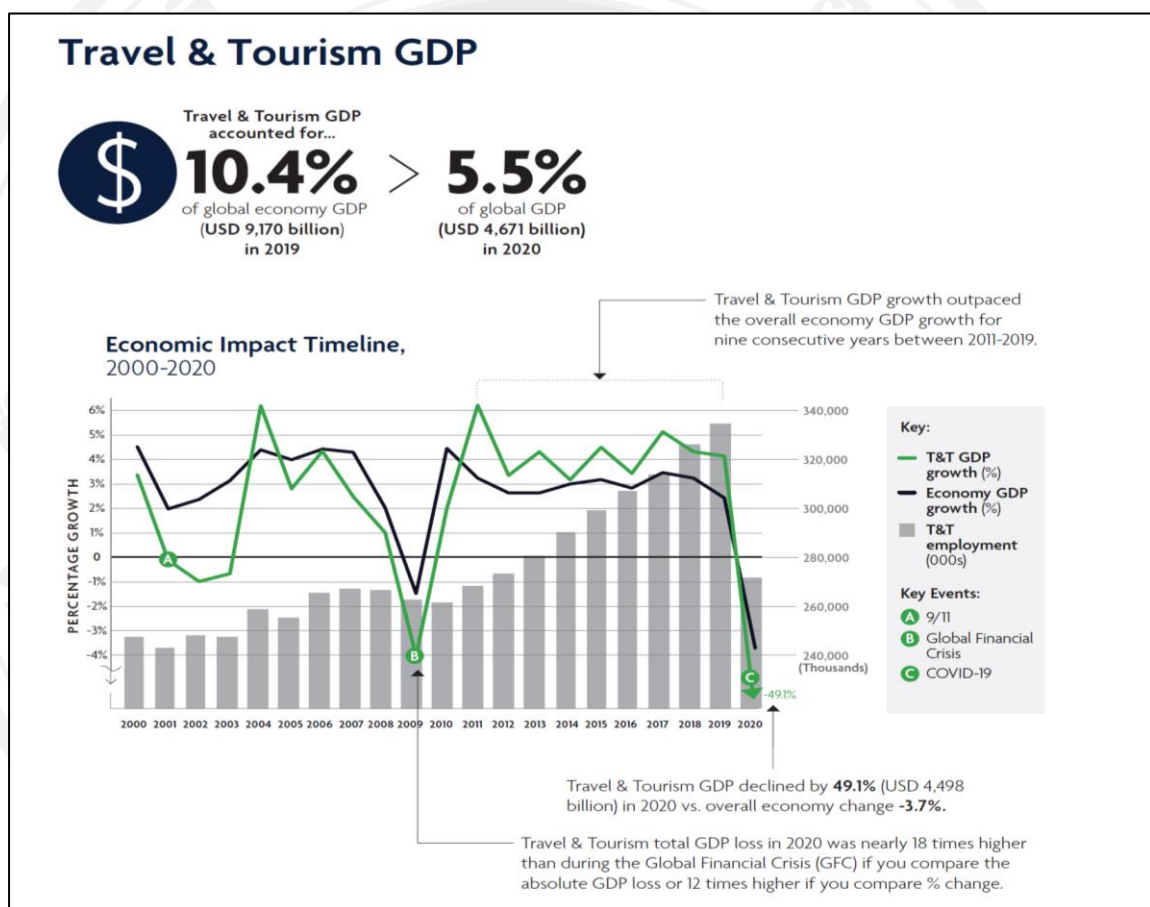


Figure 1.1 Travel and Tourism Global GDP during 2000-2020

Source: World Travel and Tourism Council (2021)

Figure 1.1 compares the growth of world travel and tourism GDP with the overall economy's GDP. It is clearly pointed out that in periods of normal economic situations without a major crisis, the travel and tourism GDP has outperformed the overall economic GDP. Therefore, it could be anticipated that the travel and tourism GDP will rebound after the COVID-19 crisis.

In fact, tourism is a highly competitive industry (Reynolds et al., 2021). Hence, a significant number of countries devote considerable amounts of money and human capital to the tourism industry, since such investments establish revenue and, as a consequence, enhance the efficacy of the country's economic growth (Mavi et al., 2020; Prakash et al., 2020). Putting an emphasis on the aviation industry, in a majority of countries throughout the globe, aviation is the primary mode of rapid global transportation available, becoming it vital for conducting international commercial transactions. It promotes economic development, job creation, and international commerce, as well as tourism (ICAO, Suwaranoi, 2016; 2017). The aviation industry has seen a dramatic rise over the last several decades, which will remain until 2019. Between 2009 and 2019, the global airline industry's passenger air revenue increased from approximately 374 billion U.S. dollars in 2009 to approximately 612 billion U.S. dollars in 2019 (Statista, 2021). According to the report from the World Tourism Organization/Global Tourism Economy Research Center (UNWTO/GTERC, 2020), in the tourism industry, airlines continue to be the primary form of international travel to locations in Asia and the Pacific, accounting for 64 percent of all arrivals in 2019 to these destinations. The proportion of air transport has risen substantially (from 57 percent in 2010 to 61 percent in 2015), mainly as a result of the growth of low-cost airlines (LCC). At the same time, the percentage of land transportation has decreased from 36% in 2010 to 30% in 2019. In comparison, land travel accounts for 30% of foreign visitors in the region (with practically all of them arriving by road), while water transport contributes for 5% of total international visitors in the region. After a strong growth, especially from China, many cruise companies have extended their operations

throughout Asia and the Pacific. Yet, rail travel continues to have a negligible proportion throughout Asia and the Pacific. In spite of the fact that its geographical location creates it appear that Oceania has the major proportion of aviation arrivals (98%). When it comes to foreign arrivals, it is lowest in North-East Asia (55%), where foreign travel by land (37%) and water (35%) is more prevalent (7%). Air travel is also extraordinarily essential in South Asia, accounting for 73% of arrivals. Thus, air travel is the main mode of transportation, it continues to expand at a more rapid rate than other modes of transport, owing to increased connectivity and reduced travel expenses. Asia and the Pacific had an increase of 9 percent in international arrivals by air in 2019, compared to a 2% increase in 2018 as can be seen in Figure 1.2 and Figure 1.3 (UNWTO/GTERC, 2020). Thus, the data infers significant air transportation, which is a primary means of promoting to economic and tourism growth throughout the world.

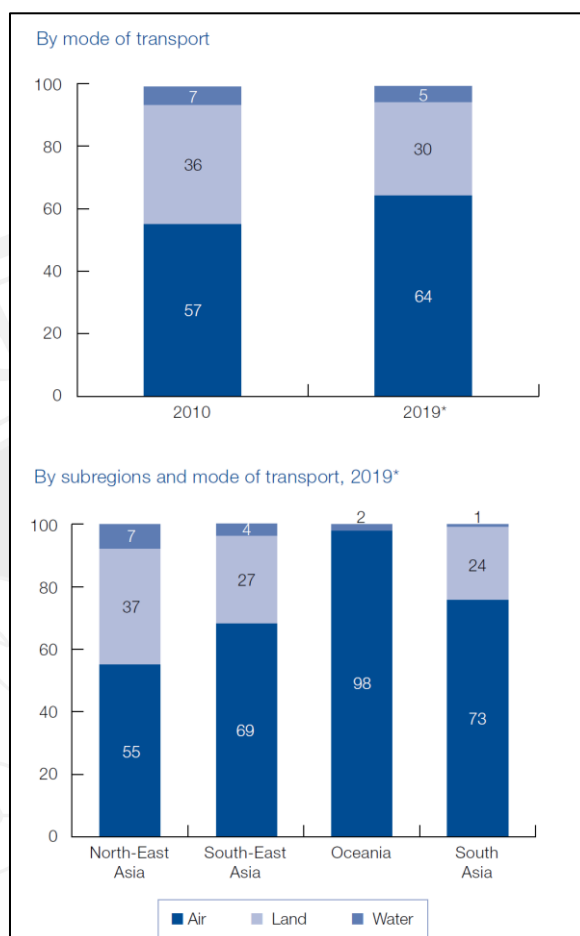


Figure 1.2 International tourist arrivals in Asia and the Pacific by mode of transport and subregions and mode of transport (%).

Source: UNWTO/GTERC (2020).

Mode of transport	International tourist arrivals (million)						Share (%)		Change (%)		Av. annual growth (%)
	2000	2005	2010	2015	2018	2019*	2010	2019*	18/17	19*/18	10–19*
Total	110.4	154.1	208.2	284.6	347.7	360.1	100	100	7.3	3.6	6.3
Air	65.1	84.2	118.9	175.4	225.8	229.8	57.1	63.8	9.0	1.8	7.6
Land	35.9	59.1	75.6	92.6	103.8	109.5	36.3	30.4	5.3	5.5	4.2
Road	35.3	58.2	75.0	91.7	103.0	108.6	36.0	30.2	5.4	5.5	4.2
Rail	0.7	0.9	0.6	0.9	0.8	0.9	0.3	0.2	1.5	7.6	4.4
Water	8.7	9.8	13.6	16.0	15.6	18.1	6.5	5.0	-2.9	16.4	3.3
Not specified	0.6	1.0	0.1	0.6	2.5	2.7	0.0	0.8

Figure 1.3 International tourist arrivals in Asia and the Pacific by mode of transport

Source: UNWTO/GTERC (2020)

At the present time, according to the World Tourism Organization (UNWTO, 2021), the International Air Transport Association (IATA) reports, the overall demand for air travel (measured in revenue passenger kilometers, or RPKs) continued to increase in May 2021, owing to the greater stability of domestic travel. Moreover, according to the IATA, domestic travel continued to increase in May (A decrease of 24 percent compared to pre-crisis levels). However, China and Russia were the two major domestic markets that had growth that surpassed that of the pre-crisis period. It was reported that domestic traffic in the United States increased even more in May (26 percent lower than May 2019). In May, domestic RPKs in both Australia and New Zealand showed a significant improvement as can be seen in Figure 1.4 (UNWTO, 2021). As a result, air transportation is the most important element contributing to the recovery of the tourism market after the economic crisis.

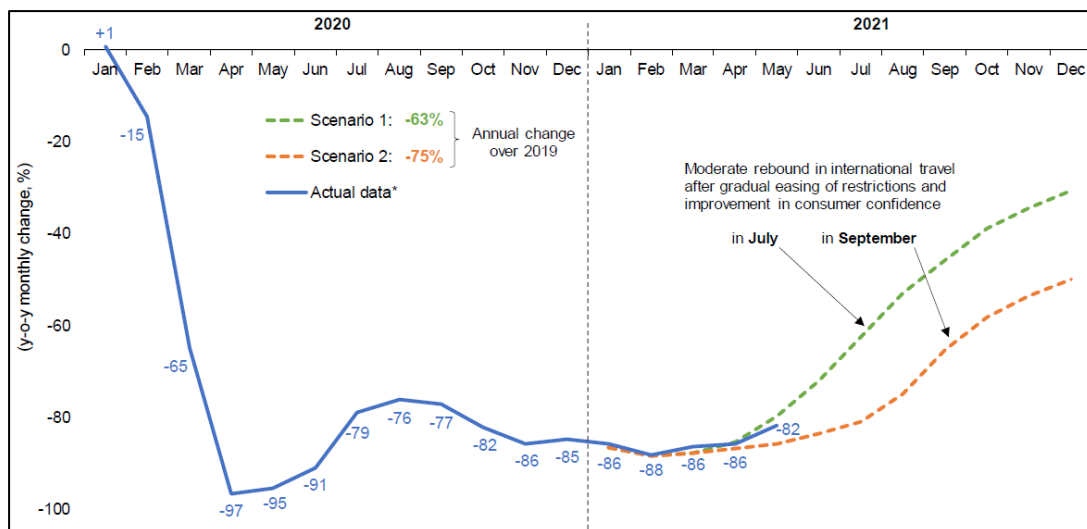


Figure 1.4 International tourist arrivals in 2020 and Scenarios for 2021 (y-o-y monthly change over 2019, %)

Source: International Air Transport Association (2021)

Note: Actual data for 2021 is preliminary and based on estimates for destinations which have not yet reported results. (Data as of July 2021)

According to the 1978 Airline Deregulation Act in the United States, the global airline sector's dynamics have transformed. With deregulation occurring throughout the world, the development of low-cost carriers (LCCs) has been associated with increased market competition (Sun, 2015). The deregulation of the air transportation sector had a major impact on market conditions throughout the globe and had a long-term impact on airline competition (Babić & Kalić, 2018). Thereupon, Thailand's domestic airline sector was deregulated in the late 1990s, it has viewed significant alterations. As a result of new competition from low-cost airlines, the national flag full service carrier, Thai Airways, has had its market share substantially diminished (Sowawattanakul & Wongsurawat, 2013). For all those reasons, it is possible to assert that, following the world deregulation of the aviation sector and the globalization of several countries, competition in the global airline business has increased and evolved into a more multifaceted business in recent years (Low & Kum Khiong, 2019).

Air transportation in Thailand, over the last ten years (2010 – 2019), the annual growth rate of air transport was 11.38 percent, with an average annual growth of 10.77 percent for international travelers and an average annual growth rate of 12.13 percent for domestic passengers. Regarding the proportions of domestic and international travelers in 2019, the average annual growth of flights throughout ten years was 9.8%, with 9.7% for international flights and 9.8% for domestic flights as can be seen in Figure 1.5 (CAAT, 2019b).

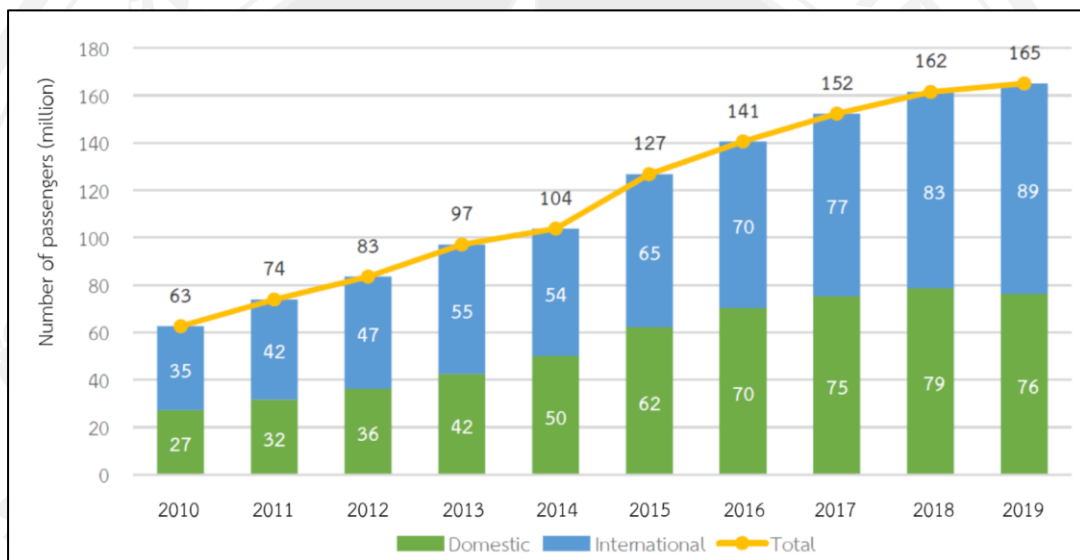


Figure 1.5 Overall number of passengers across the country during 2010–2019

Source: The Civil Aviation Authority of Thailand (2019b)

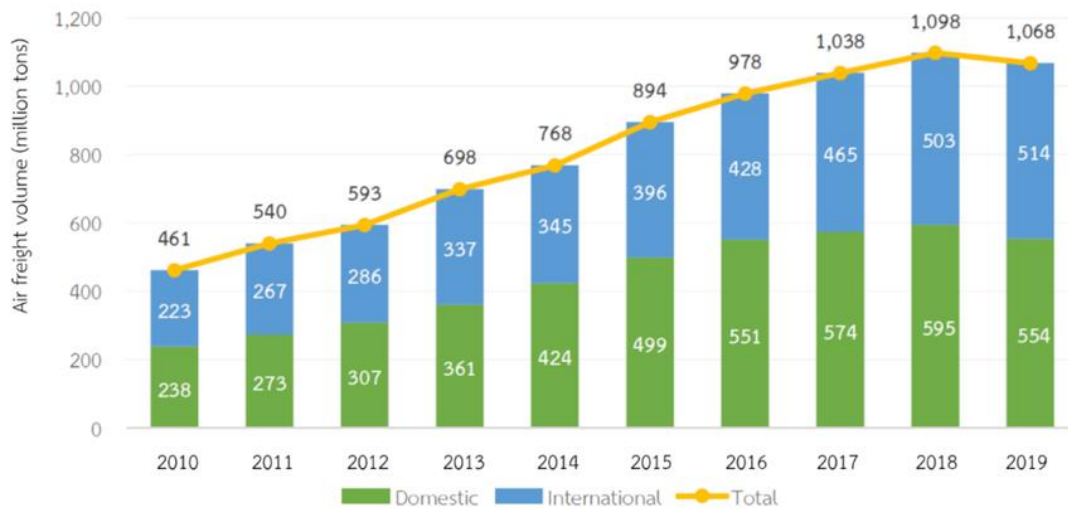


Figure 1.6 Overall flight growth during 2010-2019

Source: The Civil Aviation Authority of Thailand (2019b)

According to Figure 1.6, Thailand's total flight growth increase during the last ten years has been impressive (2010 - 2019). Flights increased at a compound annual growth rate of 9.83 percent, with growth rates of 9.72 percent and 9.78 percent for international flights, respectively. Domestic flight growth rates were 9.72 percent and 9.78 percent, according to the data (CAAT, 2019b). Certainly, the relationship between air transportation and tourism has long been apparent (Bieger & Wittmer, 2006; Zajac, 2016). There is no hesitation that a rise in the number of flights have a positive impact on the future growth of the tourist sector (Zajac, 2016). Following this, it is potential to infer that, in light of the global and Thai aviation industry's previous state, Thailand retains the prospective to become one of Asia's leading nations in the air transport industry in the future.

Interestingly, after the Thai government deregulated the airline industry in 1984, private companies were allowed to establish and manage airline operations. Bangkok Airways was the first private airline to participate in the market, competing with Thai Airways (Kongseanitsara & Pandey, 2010).

Then, the liberalization of Thailand's airline industry, implemented in line with the Open Sky Policy of 2015, has resulted in the continuous expansion of the country's airline industry over the last decade. Consequently, the competition among airline corporations for market share and revenue has become more concentrated. As a result, both low-cost and full-service airlines in Thailand may acquire effective strategic capabilities in order to adapt and/or develop different marketing strategies to maintain and accommodate the accelerated growth of business (Chonsalasin et al., 2020). In this situation, low-cost airlines have generated demand from previously underserved market segments that full-service carriers were unable to adequately serve (Forsyth et al., 2006). Similarly, in Thailand, there is a growing number of low-cost airlines, which has raised the degree of competition in the country's airlines industry (Manvichien, 2015). Hence, a full-service airline, which is a conventional national or major airline that operates on a relatively extensive route network (hence, sometimes known as a network operator), and that offers a comprehensive selection of in-flight amenities, passenger services, and frequent flyer programs (Simpson, 2018), may demonstrate competitive potential by providing services in significant areas of the globe and preparing to adapt to globalization and increased competition (Jitklongsub, 2019). However, Thai Airways International Public Co., Ltd. (TG) and Bangkok Airways Public Co., Ltd. (PG) are the only two full-service airline operators in Thailand, and as a consequence, there is plenty of opportunity for full-service airlines to generate revenues for the country (Jitklongsub, 2019). According to Center of Aviation (CAPA, 2015), Bangkok Airways has been the most profitable airline in Thailand in 2015 and, according to some estimations, the most profitable airline in Southeast Asia. Additionally, Bangkok Airways recorded the highest profit margins among Thai carriers in 2013 and 2014. It's forecast for 2016 is positive, as its codeshare partners grow in the Bangkok market, giving Bangkok Airways with more high-yielding short haul business (CAPA, 2021).

For all those reasons, and consistent with the level of competition among airline industry firms is increasing these days in Thailand. Airlines employ a variety of

approaches to compete effectively in this highly competitive environment. Several organizations practice well-known marketing concepts such as price strategy, differentiation, and cost-effectiveness into their strategic plan.

Low-Cost Carriers (LCC) in particular are posing a significant competitive threat to conventional Full-Service Network Carriers (FSNC) in the open market (Acar & Karabulak, 2015). During the last several years, Thailand's aviation sector has seen tremendous growth. According to Center of Aviation (CAPA, 2015), competition in the LCC sector continues to strengthen in Thailand, leading in excess capacity and downward pressure on yields. It has a significant effect on the competitiveness of full-service airlines. In light of all of the reasons mentioned above, the researcher's primary objective is to conduct research on a full-service airline in Thailand in enhancing the opportunity for competition with low-cost airlines.

Moreover, as a result of the global economic crisis, as well as increased competition between service providers, various companies are being compelled to provide efficient service delivery to their consumers in order to preserve their competitive advantage (Kim et al., 2016). As a typical principle, there is broad agreement that enhancing service is a fundamental strategic goal in the service industries, particularly airlines (Low & Kum Khiong, 2019; Rosenberg, 2004). In order to differentiate themselves from competing rival, airlines businesses are constantly employ on the development and innovation of in-flight facilities and services (Suwarnoi, 2016). Specifically, frontline employees, they are the representatives of the organization and regularly influence whether a customer returns to a company (Walter, 2017). Therefore, the researcher was more interested in exploring the scope of the study in the area of a full-service airline that has efficient resources, despite the fact that it has been under pressure from low-cost airlines. The study aim to examine the factors that could be enhanced the competitiveness of a full-service airline in Thailand.

Accordingly, the concept of human capital has historically been exploited in the investigation of gains differentials in the tourism industry (Kortt et al., 2018), which

includes the airline sector which is a significant component of the tourism industry (Liasidou, 2013). Front-line employees are a crucial component to addressing companies' and customers' service delivery expectations in the service industry (Parasuraman et al., 1985; Subramony et al., 2021). Regarding boundary-spanning tasks, they are responsible for conveying customer requirements and preferences to organizations as well as representing the company and its brand to customers on an external level (Subramony et al., 2021). Then, considering the nature of the industry, the connections that develop between frontline employees and passengers are critical factor in evaluating the success of a tourism company applying customer relationship management (Johnson et al., 2019; as cited in Reynolds et al., 2021).

Furthermore, as has been the argument with other service sectors, the significance of employees in branding activities has grown for airline industries' main contributions (Erkmen & Hancer, 2015). Thus, the airline industry has been recognized as a resource-intensive industry, and airline employees are considered to be one of the most critical determining resources available to the organization (Erkmen & Hancer, 2015; Low & Lee, 2014).

The commercial airline industry is extremely competitive, and researches have shown that front line employees are the most significant differentiators in terms of passenger satisfaction, as seen by the high quality service they deliver to passengers (Gibbs et al., 2017). There has been a lengthy history of research on a significant of cabin crew. They are critical to the growth and development of the airline business (Chen, 2017). It is probable to state that, frontline employees, particularly cabin crew, are the ones that have the most direct contact with passengers (Gibbs et al., 2017; Suthatorn & Charoensukmongkol, 2018). Cabin crew are the business's primary point of connection, and in today's increasingly competitive worldwide economy, they perform a vital role in establishing the customer's favorable impression and contentment (Gibbs et al., 2017). Moreover, frontline employees in the tourism and hospitality sectors are required to perform a variety of functions (Reynolds et al., 2021). In light of the fact that cabin crew members are the airline industry's frontline personnel (Baruah & Reddy, 2018;

Vatankhah, 2021). They are boundary-spanning front-line employees who are responsible for delivering in-flight service while also ensuring cabin safety (Vatankhah, 2021). Cabin crew perform a vital role in guaranteeing the satisfaction of passengers on their journey (Karatepe & Eslamlou, 2017; Tang et al., 2020). In the competitive (Karatepe & Eslamlou, 2017) and dynamic natural environment of the airline industry (Nhuta, 2012), it is essential for full-service airlines to place a greater emphasis on the relationship between their employees and passengers (Tansitpong, 2012). Thus, cabin crew are first and foremost educated to ensure cabin safety and then to offer service experience on board, they have greater duties than other front-line employees in the service sector (Chen & Chen, 2012). In particular, the most significant element to consider is infrastructure service, which is determined by the performance of service employees, comprising cabin crew (Tansitpong, 2012).

In a full-service airline, cabin crew have portrayed an influential role in the past several decades. Vitality, cabin crew are obliged to perform efficiently and to get involved in the fulfillment of a reliable brand commitment to their passengers (Karatepe & Talebzadeh, 2016). Airlines may establish a supportive working environment in which they can employ and retain skilled cabin crew who are engaged with their responsibilities and who promote effective attitude and behavioral results in the performance (Karatepe & Talebzadeh, 2016). As a result, airlines might well be able to sustain employee engagement among cabin crew members in order to enhance their competitiveness. In 1990, Kahn is considered with being the conceptual originator of the term “engagement” in the context of the workplace. Engagement describes as “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work and to others, personal presence, and active full role performances” (Kahn, 1990). Recently, academics have hypothesized that there are similarities between employee engagement and work engagement, which they learned to be genuine. Employee engagement and work engagement are frequently used correspondingly (Bakker & Leiter, 2010; Robertson, 2019; Schaufeli, 2013). In the

context of work engagement, the employee's relationship with their profession is considered, while employee engagement might relate to the employee's connection with the organization (Schaufeli, 2013). Work engagement in business and academic settings serves as a model for developing methods for evaluating employee engagement (Bakker & Leiter, 2010). Thus, in this study, the term "employee engagement" has been selected to illustrate the level of engagement among cabin crew. The vigor, dedication, and absorption in their profession demonstrate the cabin crew's engagement (W. Schaufeli et al., 2006).

Moreover, engagement of cabin crew members is motivated by cabin crew experience, which includes a suitable opportunity for professional growth and working social support that is as significant as physical and emotional experience (Chen & Chen, 2012). According to previous researches, positive employee experiences in the workplace promote a perception of personal accountability, engagement, and obligation to the career transformation determination (Ramerman, 2019a).

Employee experience is the behavior in which engaged employees interact with their profession and organization (Dannels, 2020). Ultimately, employees may demonstrate commitment and engagement by aligning themselves with the organization's strategic objectives (Ramerman, 2019a). Moreover, employee experience refers to general physical, emotional, professional, and financial well-being as well as their productivity (Dannels, 2020). Employee experiences are a more in-depth contributing factor of employee engagement, and they are generated from the relationships that employees have with one another in the circumstances of their work environment (Yim, 2021), which in this study emphasizes on the connection between cabin crew and flight purser. Furthermore, engagement is positively correlated with the cabin crew. A number of studies indicate that they can more efficiently manage and present high-quality service behavior when they have a positive work experience environment to support them (Cheng et al., 2018). As cabin crew members have a decent

experience while doing their responsibilities, it results in their significant engagement (Bareket-Bojmel & Shuv-Ami, 2019).

Additionally, various studies have been conducted in the past that have placed a particular emphasis on the topic of leadership in a variety of settings, specifically in tourism and academic fields (Piuchan & Prachansit, 2019). These studies have regularly discovered that leadership principles is a form of social influence by which one person may enroll the encouragement and guidance of others to accomplish a common objective (Beşikçi, 2019; Chemers, 2014). Instead of commanding and controlling their followers, competent leaders cooperate with them (Dang, 2016). According to leadership scholars, the objective of leadership is to achieve overall goals through encouraging employees to behave in a positive manner. The study found as a result that employees accomplish their necessary objectives when they have a full understanding of their respective roles and duties, which are guided by the leader. The leader has an impact on the employee's performance as a result of their interactions with the employee (Stutzman, 2016). Leadership is defined as the practice of influencing, organizing, and promoting relationships through use of influence rather than command in order to achieve desired results (Smith, 2017).

Similar to the cabin crew's working nature, which fulfills simultaneously service, safety, and communication obligations under the management of the flight purser. The flight purser may apply appropriate leadership styles to encourage, inspire, and assist cabin crew members who are challenged with unexpected circumstances (Flin & O'Connor, 2001; as cited in Nara, 2010). According to International Air Transport Association (IATA, 2022) and Skybrary (2021-2022), the roles and responsibilities of flight pursers and cabin crew are primarily focused on safety, security, and customer service. Being under the supervision and cooperation of the flight purser, the cabin crew is assigned to perform responsibilities in line with service and safety requirements and to respond to emergencies as well as to normal and abnormal circumstances (CAAT, 2021). It can be explained that flight pursers and cabin crew more likely operate as a team with comparable duties. It can be explained that flight pursers and cabin crew more

likely operate as a team with comparable duties. However, flight pursers organizing and directing the cabin crew's actions in the case of an in-flight fire or other emergency, a medical emergency case, or a disruptive passenger (Skybrary, 2021-2022). Significantly, in the case of a diversion or the necessary for an emergency landing or ditching, flight purser liaising with the captain to gain an emergency briefing, notifying and briefing the cabin crew, and managing the cabins and passengers' readiness (Skybrary, 2021-2022). Hence, it can be stated that they are differentiated by a few different responsibilities. The primary task of a flight purser is to represent as a liaison between the pilot and the rest of the crew in all aspects of cabin operations. The IATA Operational Safety Audit (IOSA, 2021) also stated that flight pursers (or cabin leaders, depending on the operator) are required to complete a cabin crew leadership training program that meets the operator's requirements. Flight pursers will obtain training in flight purser courses that include classroom and in-flight additional training, and they will typically conduct their first flight(s) as a purser under the supervision of a qualified instructor (Skybrary, 2021-2022).

Thus, it can be concluded that the relationship between the flight purser and cabin crew could be described in terms of leader and follower. As a matter of fact, leadership qualities are the most vital characteristic of a flight purser, as they differentiate them from cabin crew.

In this research, several leadership theories and styles have been investigated in order to develop flight purser leadership characteristics. With integrating a variety of different kinds of leadership theories and styles, the flight purser leadership characteristics model was established. It is composed of the following five components: 1) Moral leadership 2) Efficacy leadership 3) Mentor leadership 4) Encouragement of self-initiation leadership, and 5) Idealized influence leadership.

1.2 Research Problem Identification

Throughout the all-inclusive, including Thailand, extensive studies have been conducted on employee engagement in the broad organizational environment as well as in academic areas (Ibongia, 2018; Shuck et al., 2011; Wiedemann, 2016). The majority of studies' literature analysis emphasized the essence of the organization and management level in the approach to stimulate employee engagement (Bakker & Leiter, 2010; Boyd, 2020; Kamau, 2016; Robertson, 2019; Saks, 2006; Schaufeli, 2013). Moreover, the greater part of the studies concentrated on the relationship between leadership characteristics and employee engagement (Amah, 2018; Dede et al., 2020; Garza, 2018; Kruse, 2012; Liao et al., 2017; Peng & Tseng, 2019; Watanabe, 2020). In Thailand organization, various studies have investigated the topic of employee engagement and its effect on organizational achievement. The researchers similarly concluded that to encourage highly engaged behavior in their employees, supervisors may apply aspects of behavioral skills ensure that employees are completely engaged in their responsibilities. Furthermore, supervisors are typically held to account for supporting and creating an exciting working environment for their subordinates (Sawasdee et al., 2020; Tarasawatpipat & Mekhum, 2020; Tepayakul & Rinthaisong, 2018).

Although previous research on leadership characteristics and employee engagement has been studied in detail, insufficient attention has been paid to the relationship between leadership characteristics and employee engagement through employee experience. Even though little study has been performed on leaders' behaviors and the organizational environment they establish, the results are in employees' experiences as well as interpersonal connections inside the organization, which means supervisors and employees are all factors that affect employee engagement (Amah, 2018; May et al., 2004).

In addition, emphasizing on cabin crew engagement in airline industry. The commercial airline industry is extremely competitive, and research have shown that

front line employees are the most significant differentiators in terms of passenger satisfaction, as seen by the high-quality service they deliver to passengers (Gibbs et al., 2017). Cabin crew are the airline industry's frontline personnel (Baruah & Reddy, 2018; Vatankhah, 2021). Hence, airlines might well be able to sustain employee engagement among cabin crew members in order to enhance their competitiveness. There has been a lengthy history of research on a significant of cabin crew (Chen, 2017). They are critical to the growth and development of the airline business (Chen, 2017). In the past, various empirical studies have been focused on the influence of management level as it relates to cabin crew engagement. These studies consistently discovered the relation between management support and cabin crew engagement through physical experience, emotional, and career development experience (Chen & Chen, 2012; Yeh, 2012). For maybe the single research in Thailand's airline industry, Jitklongsub (2019) examined the relationships between business ethics, organizational culture, employee engagement, and job performance in the context of can crew performance.

However, there is a limitation in the research on the relationship between flight purser leadership, cabin crew experience, and cabin crew engagement in any of the previous studies. Therefore, this current study proposes to investigate whether, because of extensive literature assessment of physical, emotional, and learning experiences in the workplace, cabin crew members would engage in their profession through demonstrating vigor and dedication while also absorbing job responsibility and increasing performance.

The aim of the current study is to explore the issue related to flight purser leadership influencing cabin crew experience and cabin crew engagement in the context of a full-service airline in Thailand. This study introduces the resolution of cabin crew engagement heightening from flight purser leadership and cabin crew experience. Next, presenting a chapter of literature review. Then comes the research methodology followed by research findings. Finally, this study ends with a conclusion, discussion, and recommendations.

1.3 Research Academic Gap

According to the past three years of literature reviews, from 2018 to 2020, the academic gaps were identified through a comprehensive examination of the available literature to collect relevant information on a specific subject that meets predefined eligibility criteria and provides an answer to the research questions. Moreover, for this study's literature review, online tools and resources were used to collect data. The names of the databases and database providers utilized include EBSCOhost, and ProQuest Dissertations & Theses from the National Institute of Development Admin (NIDA). The literature review was generally obtained from academic journals and theses. The terms or keywords search related to the topics of the study framework include leadership, employee experience, employee engagement, quality of work life, employee well-being, cabin crew engagement, and flight purser leadership. Corresponding to the academic research in the last three years, there has been one research that examined the relationships between business ethics, organizational culture, employee engagement, and job performance in the context of cabin crew performance in Thailand. However, there are still limitations on the connection between flight purser leadership, cabin crew experience, and cabin crew engagement in the previous studies in Thailand. This study hypothesized that employee experience could be related to employee engagement. Employee experience refers to the relationship that exists between a leader and a member, and it is one of the factors that contribute to employee engagement (Yim, 2021).

In the service and hospitality fields, cabin crew with an vital level of psychological experiences are more engaged in their careers (Chen & Chen, 2012). Likewise, cabin crew with an essential level of psychological resources are more engaged in their jobs, which demonstrates enhanced service performance (Cheng et al., 2018). Similarly, in general business organization, employee experience characteristic according to psychological availability are characterized as “the idea that one has the physical, emotional, or cognitive resources to contribute in one’s own personal engagement for a specified period” (Kahn, 1990; as cited in Lába & Geldenhuys, 2018). Employees’ emotional experiences have a significant link with organizational engagement. It can be mentioned that there is a relationship between employee experience in the area of organization participation and engagement (Ramerman, 2019a). A considerable number of academics have found that the results of employees’ experiences, as well as interpersonal connections inside the organization, are all factors that affect employee engagement (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). According to Kahn (1990) as cited in Garza (2018), when employees experience meaning in their professions, it affects their degree of engagement at work. Thus, based on the relationships identified in the literature review, it can be summarized that employee experience could be related to employee engagement. Additionally, this study hypothesized that employee experience could be related to employee engagement. Employee experience refers to the relationship that exists between a leader and a member, and it is one of the factors that contribute to employee engagement (Yim, 2021).

In the service and hospitality fields, cabin crew with an vital level of psychological experiences are more engaged in their careers (Chen & Chen, 2012). Likewise, cabin crew with an essential level of psychological resources are more engaged in their jobs, which demonstrates enhanced service performance (Cheng et al., 2018). Similarly, in general business organization, employee experience characteristic according to psychological availability are characterized as “the idea that one has the

physical, emotional, or cognitive resources to contribute in one's own personal engagement for a specified period" (Kahn, 1990; as cited in Łaba & Geldenhuys, 2018).

Employees' emotional experiences have a significant link with organizational engagement. It can be mentioned that there is a relationship between employee experience in the area of organization participation and engagement (Ramerman, 2019a). A considerable number of academics have found that the results of employees' experiences, as well as interpersonal connections inside the organization, are all factors that affect employee engagement (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). According to Kahn (1990) as cited in Garza (2018), when employees experience meaning in their professions, it affects their degree of engagement at work. Thus, based on the relationships identified in the literature review, it can be summarized that employee experience could be related to employee engagement.

In conclusion from the literature review from 2018-2020, there has been research which focused on the relationship between leadership and employee experience as well as employee experience and employee engagement in both service and hospitality industry and in general business organization. However, in Thailand airline industry, the assessment which emphasizes the relationship between flight purser leadership, cabin crew experience, and cabin crew has rarely been studied directly in the previous studies between 2018-2020. Thus, this research aims to fulfill the academic gap through examining the relationship between flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.

1.4 Research Questions

- 1) What is the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand?
- 2) What is the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand?

3) Is the model of the structure of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data?

1.5 Research Objectives

- 1) To investigate the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 2) To create the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 3) To test the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data.

1.6 Research Outputs

- 1) Comprehend the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 2) Comprehend the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 3) Comprehend the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data.

1.7 Research Benefits

1.7.1 Academic Benefits

- 1) To comprehend the components of flight pursers leadership characteristics, cabin crew experience and cabin crew engagement of a full-service airline in Thailand.

2) To comprehend the causal relationship between flight pursers leadership characteristics, cabin crew experience and cabin crew engagement of a full-service airline in Thailand.

3) To comprehend the structure equation model nature of flight purser leadership characteristics, cabin crew experience and cabin crew engagement of a full-service airline in Thailand.

4) To comprehend the degree of consistency between the research model measurement and the empirical data.

5) To enhance research data and research output for developing future research model in the context of Human Capital Management.

1.7.2 Aviation Industry Benefits

1) Aviation industries may adapt and benefit from cabin crew engagement guidance which obtained from research finding resulting in gaining higher cabin crew engagement in organization.

2) Aviation industry managements able to develop flight pursers leadership to enhance positive cabin crew experience and promote cabin crew engagement.

3) The department of human resource in aviation industries may consider a human capital development strategy as a significant factor to grow employee engagement among cabin crew.

4) Aviation industries in different organization structure able to apply a research model to stimulate flight pursers leadership, cabin crew experience and cabin crew engagement.

1.7.3 Positive Outcome During the Study

1) Flight pursers take their responsibilities as well as their distinctive characteristics into consideration while working and collaborating with cabin crew, since they are essential elements in effective cooperation.

2) Flight pursers be able to enable work resources for cabin crew members, allowing them to perform their responsibilities more efficiently and successfully.

3) Cabin crew members are aware of the different characteristics of flight pursers and be able to adapt while working as a team.

1.8 Research Scope

1.8.1 Scope Regarding Population Criteria

A structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement in a full-service airline in Thailand was assessed utilizing data gathered from cabin crew in a full-service airline in Thailand with a minimum of one year of work experience to verify the model. Despite the fact that age has no effect on engagement, years of work experience have an significant effect on employee engagement (Harrison, 2020). Moreover, according to Air Operator Certificate Requirements from The Civil Aviation Authority of Thailand (AOCR, 2019), at least one year of operating experience and the completion of relevant training courses is required for a cabin crew to be assigned as a cabin crew leader, in-charge or senior cabin crew. This regulation is mandatory for all Thai air transport operators (AOCR, 2019a). As a result, this research concentrated on cabin crew members with a minimum of one year of work experience to analyze and gather information on their engagement during their employment with the airline.

1.8.2 Area Scope

The research topic being highlighted is cabin crew from Thailand's full-service airline.

1.8.3 Content Scope

The research content scope can be identified in two parts as follows:

1.8.3.1 Independent Variables

Investigate flight pursers leadership characteristics in five facets which are moral, efficacy, mentoring, encouragement of self-initiation and idealized Influence.

1.8.3.2 Mediating variables or intermediate variables

Investigate three dimensions of cabin crew experience which are physical experience, emotional experience, and learning experience.

1.8.3.3 Dependent Variables

Investigate four factors of cabin crew engagement, namely, vigor, dedication, absorption, and increased job performance.

1.8.4 Time Scope

According to the designing of this research structure, data collection, data analysis and research output, this research was conducted the research between August 2020 to August 2022

CHAPTER 2

CONCEPT, THEORY, AND RELEVANT RESEARCH STUDY

2.1 Introduction

Since the study goal was to explore the model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand, numerous theories, concepts, and related research studies were examined and investigated. This research begins with a review of the literature regarding the concepts of a full-service airline in Thailand to define the scope of the study. Next, flight purser leadership concepts and characteristics were reviewed, which contributed to a greater understanding of the different facets of leadership. After that, the subject of cabin crew experience was included in the literature review and was portrayed in the study model as a mediator role. Following that are terms for cabin crew engagement, theories relevant to them, characteristics, and definitions. After that, the chapter examined related research studies in the aviation industries to gather knowledge and concepts that could be applied in the literature review. Lastly, a summary of the chapter was presented. This section establishes the concepts, theories, and empirical studies relevant to the research subject.

For the purpose of conducting a literature review in support of categorizing the variables' components, online tools and resources were used to collect data. The names of the databases and database providers utilized included EBSCOhost, and ProQuest Dissertations & Theses from the National Institute of Development Admin (NIDA). The literature review generally attracts articles from academic journals and theses.

Table 2.1 Breakdown of References by Topic and Reference Type

Topics of Examination	Journals	Dissertation & Theses	Number of Sources
Leadership styles	34	7	41
Employee Experience	45	3	48
Employee Engagement	73	9	82
Total	152	19	171

Table 2.2 Breakdown of References by Topic from 2018-2020

Topics of Examination	2018	2019	2020	Number of Sources
Leadership styles	13	8	20	41
Employee Experience	9	19	20	48
Employee Engagement	29	31	22	82
Total	51	58	62	171

The terms or keywords searched related to the topics of the study framework included leadership, employee experience, employee engagement, quality of work life, employee well-being, cabin crew engagement, and flight purser leadership. Considering the scholarly papers published in the past three years, there was one research study that examined the relationships between business ethics, organizational culture, employee engagement, and job performance in the context of cabin crew performance in Thailand. However, there has been no assessment highlighting on the connection between flight purser leadership, cabin crew experience, and cabin crew engagement in any of the previous studies in Thailand.

Thus, a substantial amount of research from EBSCOhost and ProQuest Dissertations & Theses from the National Institute of Development Administration

(NIDA) database was utilized to classify the variables' components used in this study. The independent variables comprised the great majority of the flight purser leadership characteristics, which consist of morality, efficacy, mentoring, encouragement of self-initiation, and idealized influence leadership.

The three mediating variables, or intermediate variables, of cabin crew experience consist of physical, emotional, and learning experience. The dependent variables were the elements that developed because of the independent variables, consisting of vigor, dedication, absorption, and increased job performance. Nonetheless, this chapter will describe all the research variables thoroughly. Additionally, to stimulate additional concepts and theories that support the research framework and variables, other databases and database providers were accessed throughout the literature review section, namely, Academic Search Ultimate, Hospitality & Tourism Complete, Gale Academic, and Business Source Ultimate and Webpages.

2.2 Overview of Full-Service Airline

2.2.1 Background and Concepts of Full-Service Airlines

Comprehending the full-service airline's ownership structure, National carriers are common symbols of conventional airlines in many European countries. Air France/KLM Royal Dutch Airlines, Lufthansa, British Airways, Austrian Airlines, LOT Polish Airlines, among others are examples. Although most former national carriers in larger European Union (EU) countries have been partly or entirely privatized, some states, particularly the smaller, still have a state-owned national carrier. Outside of the EU, the number and arrangement of ownership vary by region (Chemers, 2014; Vidović et al., 2013). Full-service network model, which the majority of previously state-owned carriers, i.e., Flag carriers, continue to operate (Urban et al., 2018). However, in several Asian and African countries, only one state-owned conventional airline operates (Vidović et al., 2013). It was reported in literature that comfort is a significant factor that passengers prefer a full-service airline (Nameghi & Ariffin, 2013). Thus, airlines may

promote their passengers' physically and psychologically well-being while on board. The cabin crew may assure that passengers may relax or sleep comfortably onboard the airplane. Matter of fact, comfort as a perceived value aspect has been shown to increase customers' satisfaction with and loyalty to the airline (Nameghi & Ariffin, 2013).

Rajaguru (2016) mentioned that passengers who fly with full-service airline place a high value on trustworthiness, safety quality, security, flight schedules, connections, and comfort. Therefore, traditional full-service airlines continue to exist by striking a balance between operational pricing and service operational efficiency. The researchers stated that airline passengers have grown to expect customized services. As a result, when passengers are getting more value for money and getting additional benefits, they are far more likely to recommend and journey with the same airline in the future (Rajaguru, 2016). Additionally, FSA is committed to improving service quality to attract new passengers and maintain existing ones. Also, FSA consistently offers loyalty programs to their passengers with the intention of promote a positive connection with their frequent flyers (C. K. Lee et al., 2018; Lu, 2017).

Moreover, Atalık et al (2019) clarified those full-service airlines provide two types of services: ground and in-flight. Ground services include all amenities available to passengers at the airport, while in-flight services include meals service, physical evidence, entertainment, and the cabin crew. The researchers discovered that for business travelers, in-flight amenities are critical in determining the value they have acquired and selecting an airline appropriately. Accordingly, one might argue that the quality of in-flight service is a significant indicator of the value experienced by passengers (Atalık et al., 2019). As well, there are comfortable seats with more leg space and inflight entertainment systems which may create differentiation to full-service airline (Atalık et al., 2019). Atalık et al. (2019) stressed that business travelers are the factor which accounts for a significant amount of the FSA's income. The FSA might establish a perception of value in business passengers with a view to guaranteeing their sustainability. The researchers drew conclusions on the features of FSA that are

operating with inflight service innovation, the cabin crew with service quality, and the cabin crew being the airline's representation on board. Satisfaction grows favorably when the cabin staff is more enthusiastic and ready to serve passengers (Atalık et al., 2019). Similarly, Han et al. (2020) described the performance of a full-service airline (FSA), it is referred to as an overall assessment of excellence for a certain product or service, and the qualities of the product's features.

Various hospitalities and tourism studies regard intangible experiences (the interactions customers have with their service providers) and tangible experiences (customers' experience with the physical surroundings and food and beverage offerings) as significant aspects of a product's performance. They pointed out that intangible services in the airline sector include aircrew service, which comprises mutual understanding, additional attention, perceived genuineness, provider competency, and matching passenger expectations (Han et al., 2020).

Emphasizing full-service airline operations, the FSA may be described as providing a comprehensive range of services, operating through a hub-and-spoke network, flying a range of aircraft sizes to meet a number of markets, and applying yield management methods to enhance airline load factors and revenues (Bitzan & Peoples, 2016). While these carriers may be harmed by inflexible labor and excessive union pay (Bitzan & Peoples, 2016). Cho et al. (2018) explained that full-service airline flies to key airports, operate flights between their networks, and collaborate with other airlines on interline flights. Their product meets higher standards, such as comfortable seating, complimentary refreshments and catering on board, and the availability of newspapers, magazines, and in-flight entertainment. Passengers who use full-service airlines are increasingly concerned with the variety of services offered by the airline, giving a value on a combination of factors such as self-esteem, reputation, dissatisfaction with the service, personal security, the value of money invested, and the amount of pleasure gained via the use of the product offered (Cho et al., 2018). Moreover, Bozogán and Hurná (2018) similarly explained that the network carrier or

FSA network allows passengers to contact them directly via a variety of channels, such as, social media, call centers, or email, all of which are constantly available and free of charge. They also found that FSA often has its own ground staff on-site to service passengers with any requests or issues. The airline provides the option of transferring at their hub or on their airline, ensuring a greater choice of destination options for the traveler. In the event of a disruption, the network carrier will transport passengers to their contractual destinations through alternate routing or via the usage of partner airlines (Bozogán & Hurná, 2018).

Furthermore, a considerable number of researchers have explored the topic of traditional carriers, also known as legacy carriers. These are substantial, full-service airlines that provide a variety of pre-flight and onboard amenities, checked luggage allowance, a reserved seat, various service classes, an airport lounge, inflight entertainment, and connecting flights. Significantly, many full-service airlines adopt a hub-and-spoke model; this category of airlines is also known as hub-and-spoke airlines (Bitzan & Peoples, 2016; Cho et al., 2018; Delbari et al., 2016; DLR, 2008; Ferrer-Rosell & Coenders, 2017). That could be indicated that full-service airlines strive to differentiate themselves with a full-service approach that emphasizes a hub-and-spoke network employing main airports, frequent flyer services, and membership with strategic alliances (Boey et al., 2012).

Mohri et al. (2018) described Delta Airlines was the first to use the Hub-and-Spoke type, which debuted in 1955. This concept, on the other hand, resulted in a revolution in the logistics and transportation segments. In the early 1970s, Federal Express airline established the benefits of the notion. The creation of the Hub-and-Spoke network system began in 1978, with the passage of an airline deregulation bill in the United States. They explained that the main reason for implementing this technique was cost efficiency. In addition to the two corporations, this concept is employed by several large full-service airlines, such as American Airlines, Lufthansa, Air France, Emirates, and others (Mohri et al., 2018). Following deregulation in 1978, the United States

pioneered the use of Hub-and-Spoke (HS) networks in air transport. Previously, airline travel routes were established by the Civil Aeronautics Board (CAB). Moreover, Mohri et al. (2018) stated that older airline businesses built an HS air network to lower their operating expenses utilizing older aircraft. Collection trips (trips from a main origin to a hub), transfer trips (trips between two hubs), and distribution trips are the three distinct categories of trips in an HS network (trips from a hub to the destination). Low-demand long excursions on an HS network are not direct but include an indirect travel via one or two intermediate destinations (Hubs) (Mohri et al., 2018). This policy maximizes the number of high-density routes in a network and the operation of larger aircraft, lowering airline operating expenses (Mohri et al., 2018).

Likewise, Zgodavová et al. (2018) stated that the Hub-and-Spoke design, as the name implies, it is made up of a hub, i.e., an airport, that the airline utilizes as a transfer point to the route's planned end destination, and many non-hub airports that represent the bigger or more economically feasible destinations in the vicinity. This system is ideally suited for providing air freight to a large geographical area and a variety of destinations (Zgodavová et al., 2018). Lin (2013) explained that a passenger traveling from any destination - a non-hub airport - to another location on the network will first start arriving at the central (hub) airport, from which he will proceed to his final destination. They described passengers may therefore travel between any two cities in the network with one transit at a hub airport. The network of Hub-and-Spoke connections simulates a vehicle's wheel, with numerous such structures employed in one network, where transportation is centered on one major airport - major node (to the hub of economic and flying activity in that region) from minor national airports (Lin, 2013; Zgodavová et al., 2018). Additionally, they explained that the usage of resources is more efficient when there are fewer routes (Lin, 2013). As a result of having fewer routes in its network, the airline will pay reduced landing fees and have reduced personnel costs (Lin, 2013). Simultaneously, fewer planes will be required (Lin, 2013). Other advantages of the Hub-and-Spoke model include a lesser number of routes

required to serve all cities in the network, a frequency range of flights during the day, and the ability to travel from anywhere in the network to most or all destinations in the airline's network (Zgodavová et al., 2018).

Besides the Hub-and-Spoke model, there is the multi-hub-and-spoke (MHS) network. Lordan (2014) explained that the multi-hub-and-spoke (MHS) network design is similar to the HS arrangement, except that it utilizes many hubs rather than one. Numerous variables contribute to the implementation of an MHS configuration. It might be the outcome of the deployment of scale-up (Lordan, 2014). This method is appropriate for locally fragmented markets, where it is advantageous to retain a hub for each area and to develop strong and regular links between local hubs. This is the case in the US market, which was the first to design this setup. A MHS may also exist in HS airlines if further routes to the hub are unable to be established owing to airport capacity constraints. Finally, an MHS configuration might come through a strategic alliance.

A MHS arrangement may emerge when routes of numerous HS airlines are connected (Lordan, 2014). Even though, Lordan (2014) furthermore contended that the HS network structure has several disadvantages that might result in a substantial rise in prices per unit. To begin, operations at hubs might have a high temporal density (i.e., a large number of flights per unit of time), resulting in traffic peaks. These increases may cause congestion in the hub, resulting in flight delays and longer aircraft turnaround times, raising airline unit costs, and reducing service quality. Another disadvantage of the HS structure is that connections between non-hub locations will go through the hub, extending travel time and expenses associated with fuel, staff, and aircraft use (Lordan, 2014). As a result, airlines seldom operate a "pure" HS network arrangement, and commonly plan high-demand flights that do not travel through the hub (Lordan, 2014). However, the researcher explained that the utilization of hubs allows MHS network adopters to benefit from the same scale economies, intensity, and range as the HS network. Since not all airports are connected to all hubs, the quantity of flights required to connect two airports in an MHS may be more than in an HS (Lordan, 2014).

Additionally, due to its similarity to HS, the MHS structure seems to be aimed at full-service airline (Urban et al., 2018). Indeed, this design is essentially required for airlines formed through the merging of HS airlines, as well as for HS airlines experiencing capacity constraints at their hubs. Finally, Urban et al. (2018) illustrated, the hub-and-spoke system may become a common technique for major airlines, particularly FSA, to construct their business models. As a result, smaller airlines began to set up feeder services that would supply enough demand for the main carriers' long-haul routes (Urban et al., 2018). At the present time, Pels (2021) found that the airlines' primary focus was on lengthy point-to-point flights and the availability of an acceptable fleet for customer service. With the emergence of deregulation, many of the newly founded airlines used a range of contemporary fleets with lower operational expenses to compete with the older airlines (Pels, 2021).

2.3 Background and Concepts Full-Service Airline in Thailand

Bangkok Airways is described to be a full-service Thai airline in this study. According to the Bangkok Airways official website, Mr. Prasert Prasarttong-Osoth established his aviation company in 1968, when he founded an airline segment under his own company, Krungthep Sahakol Co., Ltd. Until 1984, he started "Sahakol Air" to assume control of the airline company formerly handled by the corporation that later changed its name to "Bangkok Airways". The airline began regular passenger aircraft flights in 1986 under the current name "Bangkok Airways". In 1989, the airline completed construction of its first airport in Samui, a Thai gulf island that was establishing itself as an international tourist destination. Bangkok Airways was assigned the International Air Transport Association ("IATA") code "PG" and made its first flight from Samui Airport. Additionally, PG was authorized to run the first route, Bangkok-Samui. PG became a member of the IATA Clearing House in 1994. The airline added two ATR 72s to its fleet the following year. In 1998, the airline began operating Sukhothai's second airport. PG took delivery of the first Boeing 717-200 in 2000. The

Boeing 717-200 jet aircraft offered increased speed and seating capacity, allowing to expand capacity without decreasing flying frequency. This also enabled the capacity of routes to and from Samui to be increased. The same year, PG opened its first hangar at Don Mueang International Airport. Additionally, PG joined the IATA Billing and Settlement Plan (“BSP”). Being a member of the IATA BSP enables PG to increase passenger revenues and gives direct access to the IATA distribution network. In 2002, the firm was granted full IATA membership, indicating that it has enhanced its operations to comply with international commercial aviation standards as determined by the IATA Operational Safety Audit (“IOSA”). This membership permits the airline to vote on rate adjustment procedures. In 2003, the third airport in Trat province began operations. Currently, the Company’s primary business is passenger airline business, which includes domestic and international freight, as well as the establishment of public airports and/or the operation and management of public airports, and also the rental of space and other activities associated with the establishment and operation of air.

Since, PG has established collaborative enterprises for instance Bangkok Flight Service Company Limited (BFS) and Bangkok Air Catering Limited (BAC) which able to generate and enhance the revenues and profits to the airline. PG increases its charter flight and freight services. BAC is committed to the continued development of existing products and the expansion of distribution channels. Bangkok Airways is a full-service airline that has marketed itself as “Asia’s Boutique Airline” since 2004, when it celebrated its 36th year. The distinguishing characteristics that set Bangkok Airways apart from other airlines is its determination to establish new routes connecting Thailand’s cultural heritage sites and natural attractions, to manage its own three airports, and to provide all passengers with special services. Bangkok Airways characterizes itself through five key pillars that define its initiative: Boutique Lounges, where passengers on Bangkok Airways are welcome to take part in a variety of delightful snacks, hot and cold beverages, internet service, and a child’s corner; and the Blue-Ribbon Club, where business class passengers can relax and appreciate. Apart

from the premium menu of food and beverages, new services include a shower room, a massage room, and a private library that converts into a mini meeting room, Boutique Airports, which are unique owing to the buildings' careful integration with the natural and cultural environments of each location. The airports of Samui, Sukhothai, and Trat serve as entrances to Thailand's natural and cultural wonders. Appealing Menus made with fresh ingredients from carefully chosen organic farms to assure both flavor and health. The colorful aircraft fleet is decorated with unique patterns and vibrant colors, and the Exclusive Service ensures that the elderly and young children get special attention. On Bangkok Airways flights, warm, honest, and courteous service with an eye for detail is the standard (Bangkok Airways, 2020).

In 2020, the firm established another subsidiary, Bangkok Air Aviation Training Center Company Limited (BATC), which is IATA-certified as an aviation training center and also authorized as an aviation training institution by the Civil Aviation Authority of Thailand (CAAT) (Bangkok Airways, 2020). Additionally, Center of Aviation (CAPA, 2021) reported that PG invested in a new business named BBS joint venture, which was formed via the collaboration of Bangkok Airways, BTS Group Holdings Public Company Limited, and Sino-Thai Engineering and Construction Company.

Thailand's government has approved the selection of BBS Joint Venture for the public-private partnership component of the U-Tapao International Airport Project, which includes an "airport city," as well as the delegation of authority to Thailand's Eastern Economic Corridor (EEC) Office to enter into the agreement with the private party. They added that Bangkok Airways will pioneer the operation. The construction of U-Tapao and Eastern Airport City is divided into six projects: a third airport terminal; a commercial gateway; air cargo and maintenance, repair, and overhaul sectors; a free trade zone; and an aeronautical personnel training facility. U-Tapao has the potential to become a significant international gateway to Thailand, alleviating congestion at the country's two main airports. Center of Aviation (CAPA, 2021) also found that the primary reason for Bangkok Airways entry into the airport sector was dissatisfaction

with Airports of Thailand, which manages the country's largest airports but was primarily focused on Bangkok, the much-needed second stage of Suvarnabhumi Airport, and the airport's integration with the Don Mueang facility. They further pointed out that another possible motivator was Thailand's Ministry of Transport's ambitions to build a new state-owned airport on Koh Samui in order to break the present monopoly held by Bangkok Airways' Koh Samui Airport. Accordingly, Bangkok Airways has the opportunity to make further targeted investments in holiday or regional city airports. However, after considering 28 provincial airports managed by the Department of Civil Aviation, it chose to join this partnership that would administer another Bangkok airport (CAPA, 2021).

2.4 Concepts and Theories of Leadership

This literature review first briefly describes the leadership concepts, theories, characteristics and styles. After that, flight purser leadership concepts. Then, the research summary of the contributing leadership factors on cabin crew experience and cabin crew engagement.

2.4.1 Overview of Leadership Concept

Over a century of leadership study has shown unequivocally that an organization's performance is contingent upon the leadership of its managers (Behrendt et al., 2017; Wang et al., 2011). Longwell-McKean & Cheree (2012) defined that leadership is a connection between a leader and a follower that is founded on purpose alignment and mutual trust. According to the research findings, leadership styles may either encourage or obstruct effective team collaboration in organization (Longwell-McKean & Cheree, 2012). As Peate & Jackson (2020) pointed out, there have been various research conducted on the theme of leadership concept during the nineteenth and twentieth centuries. The Great Man Theory of leadership was widely accepted at the time. The first concept, which was prevalent from 1910 until World War II, advocated the ideal of the Great Man, according to which leadership is determined by

one's inherent character characteristics (Primrose, 2013). One of the ideas put out by this school of thought is that a leader is a "great guy." According to this notion, leadership characteristics were passed down via families, and people gravitated toward the guy who had "great man attributes" (Peate, 2020; Pryor, 2017). Thomas Carlyle first introduced the idea in the mid-nineteenth century (Peate, 2020). Crippen (2005) and Schmiederer (2018) similarly suggested that those who subscribed to the great man concept believed that certain men were born with a natural propensity to be leaders. There have been numerous studies conducted on leaders and leadership in the last half century with research topics that explore the constituents of leadership, the various characteristics of leaders, the various actions of leaders, and how leader actions influence the organization and the people working within it (Tyler, 2018). Pryor (2017) explained that it was throughout the period organization management generally was seen to be a top-down technique to leading followers by means of a chain of command hierarchy, rather than a collective experience. The researcher further described more than a century later, leadership concepts have advanced beyond the assumption that leaders are preoccupied with the "great man," and new leadership ideas are constantly being created (Peate, 2020).

In the years that followed, leadership researchers started to examine the actions of the leader, which is known as behavioral theory (Primrose, 2013). They hypothesized that actions that were tangible and could be recognized served as the foundation for effective leadership. They interestingly revealed that the leader's role was to adapt the organization in such a way that each person may satisfy their own requirements while also enhancing the performance of organizational objectives (Polleys, 2002; as cited in Primrose, 2013). Moreover, McGregor (1966) defined that theorizing leadership may be founded on two premises. According to Theory X, persons are naturally ignorant and incompetent, leaving leaders to manage and motivate them. Theory Y was founded on the idea that persons were born with drive, intelligence, and creativity. As such, the leader's role was to create the circumstances necessary for individuals to succeed while

also engaging them in the practice (Arslan & Staub, 2013; Kopelman et al., 2010; McGregor, 1966; Primrose, 2013). Until it comes to the third phase of leadership highlighted, which appeared in the late 1960s and continues to be important now, it is all about where leadership takes place while taking the situational or cultural context into consideration. In many ways, this concept is similar to situational leadership, in which the leader adapts their leadership style in response to the developmental level of the persons under their supervision (Primrose, 2013).

In recently years, several researchers have interested in the term “leadership” (Beşikçi, 2019). Chemers (2014) and Beşikçi (2019) illustrated leadership is broadly employed in a variety of contexts, and clearly does not have a generally agreed distinctive definition. They defined leadership as a social influence mechanism by which one person may enlist the assistance and support of others in order to achieve a shared purpose. They stressed that leadership is “a process whereby an individual influences a group of individuals to achieve a common goal” adding that “leaders carry on this process by applying their leadership knowledge and skills” (Beşikçi, 2019; Chemers, 2014). Emphasis on leadership and follower development, Stutzman (2016) stated that the qualities of the leaders engaged, the qualities of the employees, and the cultural systems that exist in certain workplaces all influence leader-member interactions. The objective of leadership, according to the experts, is to achieve overall objectives through encouraging employee behavior.

Consequently, the researcher concluded that employees achieve their essential professions when they have a thorough awareness of job responsibilities. Through their contacts with the employee, the leader has an effect on how the person performs (Stutzman, 2016). Moreover, Dang (2016) explained that leadership has emerged as a critical aspect in today's organizations and institutions; without effective leadership, organizations and institutions would deteriorate. Leaders collaborate with people rather than command and control them. They also indicated that respectable leaders may have certain visions and should operate in a manner that reflects their goals and objectives.

Respectable leaders should be able to recognize and question their own limitations. In order to practice leadership from the inside out, a decent leader be required to have strong moral principles in their nature. It is important to share one's knowledge, abilities, and cultural values with other people (Dang, 2016). Nevertheless, Nye (2017) clarified that it is practically hard to define leadership in a single, consistent way that everyone can agree on, and as a result, it is difficult to give a clear, focused definition of leadership. Academic definitions of leadership vary according on their field of study and composition. There are various social and human elements to leadership, hence it is not a single dimension but also an all-encompassing construct with universal application. Leadership can also be defined as the integration of principles and values with visions of making a difference in society that enables these aspects to become reality and be shared with others who contribute to the same values and vision. According to the researcher, leadership is a complicated concept since it involves a wide variety of human experiences throughout an individual's life. The definition of leadership may vary from generation to generation, or even depending on who is employing the phrase (Burns, 1978; Nye, 2017). Numerous definitions exist for leadership. The term "leadership" describes to "an individual's conduct while leading the actions of a group toward a common objective" (Hemphill, 1957; as cited in Lee, 2017). In addition, there have been many definitions of leadership: individual characteristics, leading behavior, patterns of interaction, role connections, the perspective of followers, influence on supporters, influence over job objectives and impact on corporate culture (as cited in Lee, 2017; Yukl et al., 2002).

Moreover, the necessity of role and responsibility clarity was discussed, with the implication that when employees understand their job and the expectations of their leader, their efficiency and organizational participation rise. In fact, it could be said that there was a multifaceted definition of leadership that involved numerous facets, some of which included: "group processes, as a matter of personality, as a means of getting people to comply, as a means of inducing influence, as the practice of influence, as a means of accomplishing goals, as a vehicle for influencing others, as a form of

persuasion, as a system of power, as the role of initiation, and many other versions” (Bass, 1990; as cited in Lee, 2017) . Lee (2017) also reported that the variety of characterizations of leadership is nearly as many as the number of scholars who have pursued to define the concept.

Smith (2017) stated that the practice of influencing, structuring, and facilitating relationships via the use of influence rather than authority is called leadership. Similarly, Paalman-Dijkenga (2020) admitted that leading involves influencing people to attain a certain objective. In order to lead, it is necessary to be able to deal with ambiguity and able to lead while experiencing it. The researcher also defined a leadership as someone who accepts responsibility for discovering and growing the capability of other people and processes, as well as the bravery to implement such capabilities (Paalman-Dijkenga, 2020).

Many studies revealed that there are more descriptions of leadership than there are individuals who have sought to describe it (Benson, 2017). Attempting to explain leadership traits in modern day may allow for further study into the way to create successful or unsuccessful, the way a process is appropriate or undesirable, and the repercussions of a process are evaluated for desired outcomes (Benson, 2017). Tyler (2018) urged that having a successful company, each leader has a specialized role and set of responsibilities and obligations that they should accomplish. Güntner et al (2020) stated that the common notion of leadership supposes that leadership includes an influential process between leaders and their followers, which is defined by leading characteristics and behaviors. It is influenced by the perception of followers and conduct towards leaders and their followers.

This concept essentially suggests that variables relating to lead are the reason for the following variables but also that variables associated by leader might be a succession of variables associated with follower variables (e.g., follower performance, attitudes, and behaviors) (Güntner et al., 2020). Previous studies agreed that leaders likewise have an impact on the organization atmosphere at the level of the team.

Leadership, according to this viewpoint, is accountable for detecting impediments and eliminating hurdles via innovative solutions, all while guiding the team toward a chosen course of action (Hogan & Kaiser, 2005; as cited in Stutzman, 2016). Additionally, Jackson (2020) stated that a leader is required to inspire people and have the resilience to persevere in the challenge of failure as a consequence of their actions. The researcher concluded that the conceptions of leadership are inherently linked to the quantity of outcomes attained and the extent to which a leader can enhance the followers' effectiveness in achieving those outcomes (Bass & Riggio, 2006; Blake, 2010; as cited in Jackson, 2020).

Lately, various academics have developed an interest in the subject of leadership in management or as a superior. Hewitt et al. (2021) proposed that management and leadership are often seen as distinct. Managers want to do things "correctly" whereas leaders want to make decisions with moral purpose. More specifically, administration deals with overseeing and organizing people, while leadership deals with encouraging and directing others. Therefore, both are critical, considerably more so when initiating and sustaining development. Hence, Leadership concept is a challenging to describe (Hewitt et al., 2021). Sewell et al. (2021) founded that true leadership is formed when individual's posse together and jointly lift one another to previously unreachable heights. They contribute to the idea that true leaders emerge from self-actualizing people who are driven to improve, to be more effective, and to accomplish the organization's goals. However, leadership success depends on whether a prospective leader is seen to be capable of establishing, embodying, fostering, and embedding a collective identity that others can recognize with (Sewell et al., 2021).

2.4.2 Leadership Theory

2.4.2.1 Leadership Theories, and Styles

Numerous academic researchers have studied on leadership styles and theories have been performed in the past in different nature of contexts. Currently, leadership literature tends to emphasize on transformational and transactional

leadership styles, which include elements of earlier theories (Piuchan & Prachansit, 2019). Testa (2007) reported that leaders may be more successful if they adapt leading styles and methods to accommodate the experience and motivation levels of their subordinates and superiors. Several scholars have tried to investigate the topic of leadership in the tourism and hospitality industries in order to determine the appropriate style for adapting to a constantly changing and dynamic of industry atmosphere (Testa, 2007). In fact, the airline sector is a vital supply-side component of the tourism industry. To date, leadership theories in the hospitality industry has focused upon this (Okupe, 2015). According to a recent assessment of the literature , a substantial amount of research have also peered at the significance and consequences of different leadership styles, such as transformational leadership (Ali et al., 2020; Bodenhausen & Curtis, 2016; Kao et al., 2015; Sürücü et al., 2021), servant leadership (Baykal, 2020; Bouzari & Safavi, 2021; Khan et al., 2020), authentic leadership (Jacques et al., 2015; Jeong et al., 2017; Slåtten, Lien, Horn, et al., 2019), charismatic leadership (Malek et al., 2015; Piuchan & Prachansit, 2019; Zhao et al., 2021), and ethical leadership (Bouzari et al., 2020; Yeşiltaş & Tuna, 2018). However, Arasl & Arc (2019) state that diverse types of employees and leadership styles are intended to motivate and manage them successfully and efficiently. Various leadership styles have been identified in the literature, and numerous concepts have been explored in the academic area of hospitality and tourism. As a result, the leadership styles and ideas that were employed in this research will be described.

2.4.2.2 Leadership in hospitality and tourism industry

Focusing on leadership theories, a broad variety of ideas are acknowledged, each based on various notions, with little agreement on the genuine approach that constitutes successful leadership on the part of the participants (Gordon & Yukl, 2004; as cited in Nye, 2017).

Leadership theories showed a wide range of characteristics, some of which have similarities with those of other styles of leadership (Piuchan & Prachansit,

2019). The researchers described leadership as a consequence of the competence required at the management and operational levels in the tourism hospitality industry and in academic fields. Leadership is the most extensively researched topic in these fields and in earlier research (Piuchan & Prachansit, 2019). Additionally, in regard to leadership study and theory, there is a large amount of literature focused almost completely on the effect of leadership styles on followers in pursuit of common goals, with an emphasis on the individual leader (McCauley & Palus, 2020). Ohunakin et al. (2019) explained that several studies have shown the value and significance of leadership styles in service-producing sectors, demonstrating their ability to improve employees' overall well-being.

With an emphasis on the hospitality and tourism industry, there have been numerous studies investigating the topic of leadership recently. Lim and Boger (2005) indicated that leadership capabilities have the potential to effectively employ human resources in facilitating service-producing sectors (e.g., the hospitality sector) in fulfilling the harsh demands of the business. Importantly, to understand leadership behavior in context, one be required to examine the setting in which it occurs. Leaders and the leadership process do not exist in isolation, and leadership is the actions that leaders participate in when they come into contact with people in a particular circumstance (Lim & Boger, 2005). Filipowski (2017) examined leadership behaviors of transformational, transactional, and passive/avoidant and practices of high-performing air transport pilots in the United States were perceived to have optimized team functions during crisis situations in the cockpit. The researcher employed the Bernard Bass's transformational leadership theory providing as the theoretical basis for the study. The study confirmed the findings concerning keeping a communicative approach, showing confidence and being determined in priority of responsibilities, following policies and procedures, following checklists, and practicing via training program. In light of the evidence from study. It was clear that pilot leadership was a vital factor in dealing with complicated and emergency situations.

The results confirmed that it may be a suitable alternative for high-performing pilots who successfully manage crisis circumstances and exhibit transformational rather than transactional leadership characteristics in crisis circumstances (Filipowski, 2017). Moreover, the following studies were also performed on leadership, with a particular emphasis on service-based industries. Ohunakin et al. (2019) constant searched for the appropriate leader are essential to propel corporations to new heights of greatness, competitiveness, and profitability, and have become a top priority for companies worldwide. This has created a significant challenge for service-based sectors for instance hospitality and tourism (Ohunakin et al., 2019). They found that the leadership style used in major organizations might have a significant affect upon on employee's attitude and performance. Achieving positive work results from the employees, the leadership style chosen by the organization is critical (Ohunakin et al., 2019). Furthermore, Narayanan and Rajaratnam (2019) explored the effect of leadership styles on service employee quality improvement with the mediation role of learning experience in Klang Valley hotels, Malaysia. The research focused on the effect of information collection, distribution, interpretation, and memorization, as well as leadership styles, as a motivating factor for enhancing the overall quality of service provided by an organization. It appears from the findings that organizational learning and leadership styles have a substantial impact on the enhancement of service quality inside an organization. Significantly, the research presented that organizational learning serves as a mediator between different leadership styles and the development of service quality. Thus, the research pointed out that leadership style in hospitality manager is a key factor to develop employee service quality (Narayanan & Rajaratnam, 2019).

However, according to the present research's review of the literature, the airline's flight purser leadership characteristics in Thailand remains undetermined, which prompted the present study to conduct an inquiry.

2.4.3 Leadership Characteristics

2.4.3.1 Efficacy Leadership

Several academics have defined the phrase leadership self-efficacy in recent years. Leader developmental efficacy is defined as the belief in one's own ability to continuously develop leadership knowledge and skills; it increases motivation to develop as well as the self-regulatory resources required to work on difficult assignments and take personal responsibility for one's own development as a result (Bandura, 1982; Gist & Mitchell, 1992). Self-efficacy in leadership refers to an individual's belief in their ability to lead effectively (Hughes et al., 2018; Laura & Green, 2002). Laura and Green (2002) also characterized the construct and the measuring of leadership self-efficacy. There are three dimensions which are direction-setting, gaining followers' commitment, and overcoming obstacles to change (Laura & Green, 2002). They explained direction-setting dimension refers to establishing a path for the work group's future. Next, gaining followers' commitment dimension means establishing followers' commitment to the new objective. Lastly, overcoming obstacles to change means obstructing the achievement of change goals (Laura & Green, 2002).

Hoyt (2005) examined the effect of efficacy leadership on women's response to stereotype-based leadership position requirements in two laboratory studies. As a result, high efficacy leaders exhibited more positive, reactance responses which increased perceived performance, increased rated performance, greater domain identification, and higher positive employee experience than low efficacy leaders (Hoyt, 2005). According to Bandura's social-cognitive theory (1986), self-efficacy is defined as "belief in one's ability to approach and accomplish the courses of action necessary to achieve certain goals (Bandura, 1997; as cited in Hoyt, 2005)." Additionally, various researchers have examined efficacy leadership behavior and found that leaders may be more likely to develop as efficacy leaders when encountered with an adequate leadership challenge than other kinds due to elevated levels of self-efficacy, intelligence, and dominance (Olivares, 2008; Smith & Foti, 1998).

Similarly, Yao and Wang (2011) stated that leadership self-efficacy (LSE) is defined as an individual's belief that they may successfully implement leadership by specifying a guideline for the team, developing relationships with followers to gain their commitment to change goals, and collaborating with them to resolve change obstacles. Moreover, they argued that self-efficacy is influenced by four variables (Wood et al., 1990; as cited in Yao & Wang, 2011). Namely, experience, modeling, social persuasions, and physiological factors. They revealed that the most significant element determining a person's self-efficacy is experience, specifically "mastery experience." Success instructs individuals about their behavior and assists them in developing self-efficacy, while failure diminishes it. Following that, modeling is important since many abilities and experiences are gained via observation and imitation rather than through practice. Individuals' positive beliefs about their own talents would be bolstered by their peers' successes, thus helping them in increasing their own self-efficacy and achieving success. Following Social Persuasions, when a person believes that they are able to complete a mission, their self-efficacy will rise as a result of this belief. Negative persuasions, on the other hand, have the effect of decreasing a person's self-efficacy. Finally, there are physiological factors. Stable, healthy, and pleasant sensations may assist you in developing a greater sense of self-confidence, while anxious, fearful, and tense feelings might make you feel less confident in yourself. Conversely, tiredness and discomfort may have a negative impact on one's self-efficacy when it comes to physical task (Wood et al., 1990; as cited in Yao & Wang, 2011).

Likewise, Murphy and Johnson (2016) mentioned that efficacy leadership is described as an individual's belief in their ability to perform at a specific level (Bandura, 2012; Judge et al., 1998), and it is a component of Bandura's (1986) social cognitive theory of motivation and action. Corresponding to that idea, task-specific self-efficacy is critical for structuring behavior in combination with one's goal systems (Murphy & Johnson, 2016). Hughes et al (2018) asserted that self-efficacy in

leadership may strengthen an individual's feeling of autonomy as a leader and has an effect on their desire to lead (Chan & Drasgow, 2001; Hughes et al., 2018).

Also, Turman et al. (2018) defined that self-efficacy-based leadership refers to individuals' own views about their competence to accomplish their leadership objectives. When leaders believe in their capability to succeed, they are more motivated to set higher goals for themselves, adopt a problem-solving attitude, pursue relevant interests, and persevere in the handle of obstacles (Turman et al., 2018). Furthermore, Leadership self-efficacy has been recognized as a self-improvement strategy that has an effect on motivation to lead a team (Chan & Drasgow, 2001) which self-improvement is defined as the desire to achieve results that are demonstrative of personal development (Korman, 2001; as cited in Lu, 2016). They indicated that personality has a significant role in determining one's sense of self-efficacy in leadership (Chan & Drasgow, 2001; as cited in Lu, 2016). The researchers described that it is the ability to have trust in one's own leadership skills and competencies that is referred to as leadership self-efficacy (Chan & Drasgow, 2001; as cited in Lu, 2016). They also explained that people who have high self-esteem in their leadership abilities are more likely to put out more commitment in their leadership roles, resulting in affective-identity desire to lead (Chan & Drasgow, 2001; as cited in Lu, 2016). Lu (2016) claimed that leader with high self-efficacy is more probably than others to respond positively to the obligations and tasks connected with the leadership position, resulting in a high degree of social-standardizing desire to lead. According to Murphy and Johnson (2016) as cited in Lu (2016), self-efficacy in leadership have been enlisted to introduce more commitment in their profession and to persevere longer in the confront of different challenges.

According to self-efficacy leader characteristic, it is demonstrated in the communication role via positive attitudes, visions, and inspiring stimulation to followers in order for them to have long-term loyalty and devotion to the organization (Rurkhamet, 2013). The researcher revealed that the three levels of leader self-efficacy

consist of personal efficacy which refers to an individual's commitment to achieving objectives via the force of trust and perseverance in the face of obstacles and opposition in competitiveness. The next level is leader-efficacy, it is defined as the capacity to believe and the efforts to properly articulate team activity in order to improve effectiveness and accomplish objectives.

The last level is outcome-expectancy which refers to the anticipation of desired results. Even though, there are many strategies for achieving successful performance results (Rurkhamet, 2013).

While Turman et al. (2018) suggested that there are four sources of self-efficacy leadership dissimilar to previous academics, as follows:

1) Direct Experience. It is the most powerful source of effectiveness. By providing opportunities to learn and apply skills, leader cultivate cognitive characters that assist them in more thoroughly processing leadership tasks, leading in higher efficiency and increases in self-efficacy leadership (Bandura, 1997; as cited in Turman et al., 2018).

2) Vicarious Experience. It benefits self-efficacy leadership's growth. Leaders acquire critical knowledge that affects their self-efficacy leadership through examining others engaging in leadership positions and processes, as well as by comparing their own performance to that of others. Vicarious experiences allow for the observation of individuals who behave as significant role models. When models contribute to one or more identities with the observer, they tend to be more influential (Bandura, 1997; as cited in Turman et al., 2018).

3) Verbal Persuasion and Affirmation. Leader is also fostered by others' support, acceptance, endorsement, and constructive criticism of one's skills. They found that obtaining positive comments may benefit leaders deal with nervousness in uncertain situations and encourage them to continue when confronted with obstacles. Efficacy leadership is about assisting followers to develop in a way that they have a decent probability of achievement. Verbal persuasion and affirmation are

more effective when the person giving the feedback is regarded as competent and knowledgeable in the subject matter. Advantages in leadership efficacy are more likely to occur when individuals are encouraged to participate in development outcomes (Bandura, 1997; as cited in Turman et al., 2018).

4) Affective and Physiological States. The researchers discovered that efficacy leadership is enhanced by good emotions, stress lessening, and affirmative experiences.

When individuals are continually reminded that they matter, their opinions are legitimate, and they qualify to lead, they are more likely to have a positive attitude and less stress, which contributes to the development efficacy leadership (Bandura, 1997; as cited in Turman et al., 2018).

Nonetheless, according to Hannah et al. (2008) several leadership experts explained that leader self-efficacy may be one of the key critical components of effective leadership and team achievement for successful organization. Specifically, self-efficacy-based leadership is a commonly utilized term in several leader development researches (Bandura, 2012). The academics also highlighted employee engagement is expected to be significantly influenced by organizational or leader-based self-esteem, self-efficacy, and optimism, among other factors (Baloch et al., 2019)

Emphasizing self-efficacy leadership in the hospitality and service industry. Several researchers have thoroughly studied self-efficacy leadership. However, little research on self-efficacy leadership in the airline industry context has yet been conducted. According to Chen and Chen (2014), they studied pilot safety behavior and considered pilots' perception of self-efficacy leadership, moral leadership, and safety management systems (SMS) as a measurement of pilot safety performance. This research examined the impact of safety practices. In the study, it was discovered that pilots' self-efficacy and SMS practices had direct, beneficial impacts on their safety behaviors. The impact of moral leadership on such conduct on the part of fleet managers is completely mediated by the motivation of pilots (Chen & Chen, 2014). Moreover,

several researchers affirmed that higher self-efficacy among pilots was associated with greater motivation to engage in safe flying practices, and similar findings were observed in previous study, which shown that self-efficacy positively affects organizational outcomes (Chen & Chen, 2014; Prinzel & J, 2002). They also pointed out that having the high intensity of self-efficacy is associated with increased job performance, and it is thus critical for airlines to comprehend the beneficial impact that self-efficacy may have on their operations (Bandura, 1997; Chen & Chen, 2014).

2.4.3.2 Idealized Influence leadership

Idealized influence leadership is not a manner of persuasion based on traditional or formal mandate; rather, it is based on the followers' impressions of the leader, which are based on extraordinary attributes (Ward & Ellis, 2008). They stated that these extraordinary qualities are frequently the result of a leader's vision and self-confidence, which generates a captivating atmosphere for followers (Ward & Ellis, 2008). Typical manifestations of a leader's idealized influence involve followers who embrace the leader's aspirations as their own (Bass, 1999; Ward & Ellis, 2008). Bass (1999) further explained idealized influence (charisma) may strengthen the level of competence and aspirations as well as concerns for achievement, self-actualization, and the well-being of others, the organization, and society among followers. They stressed that idealized influence leadership demonstrated when the leader recognizes a long-term goal, clarifies how it can be achieved, serve as a role model to be followed, establishes performance objectives, and demonstrates commitment and confidence. The followers have an overwhelming urge to associate with such leaders (Bass, 1999). According to Avolio and Bass (1991) as cited in Bas (1999), they decided to replace the term "charisma" in training and elsewhere with the phrase "idealized influence," which refers to the ability to influence others regarding ideals. At the ultimate level of morality, leaders and subordinates may engage themselves to sacrificial ideal pursuits. Moreover, Bass further studied the mediator role of psychological empowerment. They found that idealized influence leadership may enhance organizational engagement through

fostering meaning and purpose, which are components of a psychological state of interrelated perspectives (Bass, 1999; Spreitzer, 1995; Thomas & Velthouse, 1990).

A transformational leader is the one who is determined to make positive changes for the collective benefit of others. A transformational leader creates a prospect of gaining for productivity and “asks followers to put the group, organization, or society ahead of their personal self-interests” (Bass, 1990). Hughes et al. (1994) indicated that transformational leaders are able to bring people and systems into alignment such that there is a consistent dedication to this goal across the company.

Cacioppe (1997) contributed that these leaders pay close attention to the issue and developmental needs of their followers, they transform followers by assisting them in looking at actual difficulties in innovative ways, and they are able to motivate, provoke, and encourage people to put forth extra effort in effort to accomplish shared objectives, among other characteristics. Finally, the follower adopts and internalizes the vision. The transformation leader departs, and the rest of the team/community continues to pursue the original goal/vision (Cacioppe, 1997).

Similarly, the term “transformational leader” refers to people who not only inspire their followers, but also encourage them to put aside their own interests in order to achieve the objectives of their organizations or society (Gusau, 2014). Transformational leaders, according to the academics, have “a strong commitment to see their objectives and ideas through to completion, as well as an extraordinary capacity to communicate their goals and ideas to others in a way that promotes sustained collective commitment” (Gusau, 2014; Hunt, 2010). Bass and Avolio (2000) expanded on the theory of transformative leadership in 1994 by adding seven more variables, as the following: idealized charisma or influence, motivating others via inspiration, intellectual stimulation, personalized attention, and contingent reward, management by exception and laissez-faire (Filipowski, 2017). Also, transformation leaders encourage followers to broaden their ambition, encourage followers to gain more than they anticipate and develop trust in followers (Bass & Avolio, 2000; Bass & Bass Bernard, 1985; as cited in Filipowski, 2017).

In addition, transformational leadership aimed to improve the practices for everyone involved (Bass & Steidlmeier, 1999; Senko, 2010). As Senko (2010) stated that the basic concept of transformational leadership is that the leader provides inspirational visions for their subordinates to perceive, comprehend, and enthusiastically achieve. Transformational leadership is concerned with the whole company, rather than just the individual leader. Thus, it is possible to infer that the transformational leader seeks to enhance the team as a whole by enhancing the performance of each individual team member (Senko, 2010). Furthermore, Bass and Riggio (2006) argue that one aspect of transformational leadership is pushing the follower ahead via compassion and mentoring.

They included characteristics such as self-esteem and self-efficacy, which may potentially increase engagement and leader effectiveness (Bass & Riggio, 2006; as cited in Senko, 2010). The genuine transformational leader may consider all of the organization's constituents - shareholders, management, workforces, customers, and the communities - and strives to enhance the shared welfare of all of the organization's varied interests (Avolio & Bass, 2004; as cited in Familoni, 2014). Familoni (2014) again explained that transformative leadership is identified as the practice of effecting significant changes in the behavior and perceptions of organization members while also increasing devotion to the organization's purpose or objectives. They affirmed that leadership that is transformational is concerned with a comprehensive, holistic perspective of the organization's current and long-term performance (Familoni, 2014). This kind of leader contributes to the development of a sense of trust and faithfulness, and respect in followers by applying the following: (1) raising awareness and understanding of the organization's purpose and mission; (2) convincing them that they may surpass their own self-interest for the benefit of the organization's reputation; and (3) modifying their higher-order requirements (Familoni, 2014; Tracey & Hinkin, 1994). According to the definition, a transformational leader is a person who, employing influence, increases the awareness level of their followers regarding the significance and significance of accomplishment, as well as the techniques utilized to attain such

accomplishments (Herman & Chiu, 2014; Long, 2017; McCleskey, 2014). Obviously, influence contributes to the intensity of relationship, motivation, and ambition that a leader is competent to cultivate and empowering in their followers (Rodgers, 2010). As a consequence, inspirational or transformational leader, rather than creating command in the workplace via written rules and regulations, utilizes the inspiration and empowerment of employees to preserve power or influence (DuBois et al., 2015; as cited in Long, 2017).

Burckhardt (2012) mentioned one other thing that the ability to persuade followers to perform beyond their expectations is considered to be the most important characteristic of transformational leadership. They discovered that motivation associated to a leader's influence correlates with followers' willingness to exert commitment (Burckhardt, 2012).

They also determined that people voluntarily put in additional effort because of their dedication to the leader, their personal sense of purpose and mission, and their intrinsic work motivation (Burckhardt, 2012; Pinto, 2015). Pinto (2015) furthermore stated that employees under the leadership of transformational leaders are inspired to embrace the corporate vision as their own, while also trying to change their own beliefs, concerns, and developmental requirements, and to achieve beyond expectations. It is apparent to state that transformational leaders are able to motivate their followers to alter their expectations, perceptions, and motives in order to work toward shared objectives because of the power of their vision and personality, respectively (Cacioppe, 1997; Pinto, 2015).

However, Miller (2004) mentioned that leadership may be conceptualized in terms of components and connections forming a process. Each leadership theory focuses on a unique combination of components and/or correlations (Miller, 2004). Previous studies have emphasized on transformational and idealized Influence leadership characteristics. Jandaghi et al. (2009) described the characteristics of transformational leadership consist of idealized influence, intellectual stimulation, inspirational motivation, and individualized considerations. The research finding

concluded that there is a clear correlation between transformational leaders and members could be described as follows: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Jandaghi et al., 2009). Rodgers (2010) later similarly found that positive influence, moral leadership, and mutual regard are some of the approaches transformational leaders engage their followers. They defined that transformational leadership mindset and characteristics include idealized influence, inspiring motivation, and intellectual stimulation (Bass et al., 2008; as cited in Rodgers, 2010). The research finding demonstrated that transformative leaders are linked to employees' emotional well-being. (Bass et al., 2008; as cited in Rodgers, 2010). Firstly, researchers explained that transformational leaders may be capable to influence employees' perceptions of their professions by promoting their intellectual stimulation and bringing personal awareness to their development via individualized consideration (Burns, 1978; as cited in Rodgers, 2010).

Secondly, they explained that transformational leader assists employees in fulfilling their responsibilities by means of establishing clear objectives and enabling methods to achieve those goals via inspiring motivation (Bass et al., 2008; as cited in Rodgers, 2010). Lastly, they reported that employees learn regarding desired leadership conduct through idealized influence and then create their own strategies to provide excellent leadership and to further their own growth (Bass et al., 1994; as cited in Rodgers, 2010). Correspondingly, individual consideration, charisma, inspiration, and intellectual stimulation are some of the attributes that distinguish transformational leaders from their counterparts (Bryant, 2003). According to Northouse (2004), as cited in Calloway & Awadzi (2008), charisma is "a distinctive personality trait that furnishes a person with extraordinary or outstanding abilities, is reserved for a privileged few, is divine in origin, and resulting in the person being regarded as a leader." Inspiration is a term that relates to a leader's potential to inspire and mobilize people. Bryant (2003), as cited in Calloway & Awadzi (2008) explained that intellectual stimulation is a term that refers to a leader's willingness to engage followers in the cognitive processes necessary

to generate answers and resolve issues. The final category of attention a leader delivers each follower is individual consideration, which includes inspiration and genuine concern for the well-being of the follower's working experience (Bryant, 2003; as cited in Calloway & Awadzi, 2008).

Identically, Beatrice (2020) outlined transformational leadership characteristics as "Idealized influence, inspiring motivation, intellectual stimulation, and personalized consideration" are four essential components of transformational leadership that "create the strategy culture element" for their companies, they necessity practice their creative expertise, persistence, energy, instinct, and compassion to the needs of others (Bass & Avolio, 1993; as cited in Beatrice, 2020). They defined each characteristic as follow:

- 1) Idealized influence is through persistent truthfulness and honorable behavior. Leadership establishes the vision and purpose of the organization and maintains the confidence of employees.

- 2) Inspirational motivation is characterized by leaders who communicate effectively, have a captivating personality, and who are admired by their employees.

- 3) Intellectual stimulation leader is more likely to be innovative, consider critically, and have the capacity to discover logical solutions for problems.

- 4) Individualized consideration is when leader establishes a personal connection with employees, develops them, and facilitates them with choices.

Importantly, Beatrice (2020) granted that transformational leadership is often recognized as the primary approach. Transformational leadership enhances employee motivation, self-esteem, and productivity by strengthening the connection between organizations and employees, serving as an inspirational role model, encouraging followers to take greater ownership of their professions, and assigning employees to responsibilities that promote resilience. Significantly, researchers discovered that "transformational leadership forecasts job performance significantly"

and has a statistically significant beneficial impact on organizational recognition and employee engagement, among other things (Beatrice, 2020; Buil et al., 2019). Beatrice (2020) found that in terms of employee engagement, transformational leadership has a considerable influence, both directly affecting employee engagement and serving as a moderator in the connection between psychological capital and employee engagement. However, they concluded that since each of these constructs (psychological capital, transformational leadership, and employee engagement) is composed of many aspects, there is an opportunity to investigate the effect of specific components on other components as well as on the constructions' overall connections. While more research is conducted in these constructs, a better understanding of not just the component interactions, but also the potential impacts of treatments on each particular component on the overall connections between the variables, will be gained (Beatrice, 2020).

Moreover, a comprehensive literature review has shown that a considerable number of studies have been performed in the body of literature that have examined transformational and idealized Influence leadership characteristics in the context of airlines. For instance, the following studies were conducted on transformational leadership characteristics. Burns (1978) also explained that transformational leadership is constructed on the principles of influence, motivation, intellectual stimulation, and individual consideration. Hassan et al. (2012) is in line with research on the impact of transformational leadership on the airline industry performance.

According to the findings of the study, transformational leadership has an impact on both an employee's and an organization's performance. Then, they outlined the four aspects often linked with the transformative style of leadership: idealized influence, stimulation of inspiration, intellectual encouragement, and personal attention (Hassan et al., 2012). Similarly, Burckhardt (2012) contended that transformational leader, and their staff have a profound and mutually supportive relationship defined by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Okupe (2015) conducted research in the topic of airline industry leadership. The researcher described dealing with the challenges and complicated nature of airline business are the abilities of a leader. To lead in the airline business, it may require a greater knowledge and emphasis on leadership practice. Okupe (2015) highlighted five critical characteristics of airline industry leadership, namely self-awareness, resilience, ability to motivate team members, ability to communicate effectively with diverse audiences, and the importance of political intelligence. The researcher also demonstrated the importance of airline leadership capabilities to handle and adapt with the business dynamics (Okupe, 2015). The study emphasized that specific actions are carried out in different contexts. (Okupe, 2015; Spillane et al., 2004). Notably, a series of recent studies has indicated that leaders may inspire followers to align themselves with the leader and their goals (Jandaghi et al., 2009).

Moreover, Pinto (2015) explored employees' views of leadership interactions and relationships in the airport setting. The purpose of the research was to look at the elements that are essential to transformational leadership values and attributes that may allow management to enhance their performance. The study sought to discover the characteristics of transformative leadership, communication, collaboration, and education (Pinto, 2015). More precisely, the goal was to identify potential suggestions for improving leadership characteristics to improve security measures more effectively within the airline sector. Pinto (2015) concluded that transformational leaders possess a number of desirable characteristics, which, according to this research, include leading others to put aside self-interest and aim instead for a common purpose, vision, and goal.

They further recommended that leadership abilities are required for the generally effective development of a decent working environment, and these abilities should grow more varied (Pinto, 2015). Similarly, Filipowski (2017) examined pilots' perceptions of transformational, leadership behaviors and procedures when confronted with crisis situations in the cockpit in commercial airline. The study likewise concluded that in order to be transformative, a leader ought to show the following traits: idealized

attributes, idealized acts, inspirational desire, and intellectual stimulation in order to effectively handle crisis circumstances (Filipowski, 2017). Following the findings of the study, Filipowski (2017) continued into more depth to describe the characteristics in considerable detail, as follows:

1) Corresponding to the term “idealized influence”, it may refer to both charisma and role model. Transformational leaders that exemplify idealized influence are admired, respected, trustworthy, and ethical. Transformational leaders that exhibit idealized influence seem to be in connected with their followers and discover new methods to connect with them. These leaders provide great paradigms, and they embody ethical and moral values (Avolio & Bass, 2004; as cited in Filipowski, 2017).

2) Inspiring motivation is the next leadership component in transformative leadership. Transformational leaders express inspiring motivation to stimulate others by demonstrating excitement and optimism for a common vision and future objectives. Transformational leaders deliver inspiring motivation by showing followers the significance of their job and driving their team members to their capabilities. It may assert that inspirational motivation is a style of leadership in which leaders inspire and support their followers (Avolio & Bass, 2004; as cited in Filipowski, 2017). Hence, during challenging times and difficulties, inspiring leaders are regarded in great esteem by those who follow their model (Bass & Bass Bernard, 1985).

3) Intellectual stimulation is another aspect of transformative leadership. Academics indicated that transformative leaders may foster innovation and creativity by addressing problems in distinctive and innovative practices. Innovative knowledge and suggestions from followers are encouraged, and there are no public penalties for followers (Avolio & Bass, 2004; as cited in Filipowski, 2017).

4) Individualized consideration is the last component of transformative leadership. The researchers presented that individual consideration is shown by transformational leaders via mentorship, establishing a supportive nature, and embracing individual diversity. Therefore, as leaders provide individual consideration

to their followers, they enable each follower experience unique and valuable since each encounter is different (Avolio & Bass, 2004; as cited in Filipowski, 2017). That is to say, these leaders will provide individual's sense of personal and self-fulfillment while also motivating their followers to enrich and accomplish their broad potential (Odumeru & Ogbonna, 2013).

After that Ohunakin et al. (2019) investigated the relationship between transformational leadership characteristic and employee work happiness, life satisfaction, and desire to leave the company in hospitality and tourism industry. The research findings showed identical characteristics of leadership that employee satisfaction may increase as a result of idealized influence, inspirational motivation, intellectual stimulation, and customized consideration of leadership characteristics, while turnover intention decreased as a result of these traits. As a matter of fact, it was recommended that hospitality companies use a transformational leadership style in order to enhance the attitudes and behaviors of their employees on the job (Ohunakin et al., 2019). It is conceivable that, based on the extensive transformational leadership theory research that has been conducted in the past, this study will conclude that transformational leadership is characterized by idealized influence leadership, which is described as one of the characteristics of purser leadership in the aviation industry.

2.4.3.3 Servant Leadership

Numerous academics have outlined the characteristics of servant leadership in decades. Laub (2005) described characteristics of servant leadership as “a philosophy and method of leadership that prioritizes the well-being of those conducted above the leader's own self-interest.” The researcher outlined “servant-leadership traits may enhance the esteem and developing of follower, the building of employee teamwork, the practice of genuineness, the provision of leadership for the good of those guided, and the sharing of authority and status for the general welfare of each follower, the entire organization, including those delivered by the organization (Laub, 2005).” In addition to moral love (also known as agape), altruism, vision, trust, service, humility and follower empowerment are all essential components of servant leadership to

consider (Dennis & Bocarnea, 2005). Notably, three main categories, first used by Greenleaf (1977) as cited in Hale and Fields (2007), have repeatedly been identified as foundations of servant leadership practice. These are the ones:

1) Service to follower refers to service orientation, follower development, organizational stewardship, follower empowerment, covenantal relationships, assisting subordinates in their growth, and putting subordinates first and responsible morality.

2) Humility refers to prioritizing the success of followers above one's own personal benefit. From the many possible servant leadership formulations above, this dimension may include relational power, altruistic calling, emotional healing, moral love, altruism, credibility, voluntary subordination, genuine self, transcendental spirituality, emotional healing, and ethical behavior.

3) Vision refers to the capacity for forecasting includes the ability to communicate and persuade followers in order to create a common vision for an organization. These concepts/skills include knowledge, persuasive mapping, influence, value creation, credibility, and service.

After that, several researchers indicated that servant leadership is a leadership style that prioritizes the needs of followers first and places the needs of the leader second (English, 2011; Phillips, 2013). Moreover, Phillips (2013) contributed servant leadership differs from traditional leadership in a number of significant aspects.

The researcher described the first aspect of servant leadership that they have a moral dimension, which is absent from other prominent leadership theories such as transformational leadership and transformational management (Bass & Bass Bernard, 1985; as cited in Phillips, 2013). Then they further described that although ethical and genuine leadership all have moral aspects (Brown & Treviño, 2006; as cited in Phillips, 2013), servant leadership is distinctive in its focus on the achievement of all participants (Walumbwa et al., 2010). Then, Phillip (2013) stated that the last aspect of servant leadership is that they work in their followers' best interests; they may not employ control, force, or self-interest to advance their organizations. Also servant

leadership is associated with ethical principles, moral principles, and virtues (Gotsis & Grimani, 2016).

According to other studies, the servant leader leads by encouragement (rather than coercion) and is situationally competent in problem resolution, driven by a desire to enable both the employee and the organization in growing and developing. (Greenleaf, 1977; as cited in Scuderi, 2010). Through listening and understanding, the servant leader builds trust, demonstrates empathy and recognition, and demonstrates self-confidence, foresight, and innovation (Greenleaf, 1977; as cited in Scuderi, 2010). Scuderi (2010) further persuaded the servant leader is in contrast to someone who becomes leader initially, for example, out of ambition for power or financial gain, and who may or may not subsequently may decide to serve after leadership is created. In addition, Greenleaf (1977) discovered that it emphasizes the value of a servant leader who is self-aware, motivated, takes initiative, and gives supervision. Additionally, Greenleaf (1970) stated that the purpose of servants(s) was for leaders to serve with ability, kindness, and bravery, and for followers to react exclusively to experienced servants serving as leaders (Tanno, 2017). They also confirmed that the servant in the role of a follower was just as important as the servant in the role of a leader (as cited in Tanno, 2017). Thus, Greenleaf (1977) clarified that individuals may encounter both positions at some time in their working lives, highlighting the need of judgment and resolve, two critical characteristics of the servant as leader or follower (Tanno, 2017).

Lorence (2018) studied effective leadership through a perception role of servant leadership with the quantitative and nonexperimental method. The results demonstrated that servant leadership style may significantly predict effective leadership with the components of empowerment, accountability, standing back, humility, stewardship, authenticity, courage, and forgiveness. Thus, the major practice to enhance effective leadership behaviors in the organization is applying servant leadership. Also, leadership skill training and developing program may be implemented due to the

increasing of leadership competencies result in higher organization performance (Lorence, 2018).

Then, there is servant leadership in the aviation industry to consider. Ilkhanizadeh and Karatepe (2018) analyzed the impact of servant leadership on career satisfaction and life satisfaction through applying cabin crew trust in the organization as a mediator. As a result of their research, they discovered that servant leaders, who emphasize a people-oriented and supportive leadership style, had a positive influence on cabin crew perceptions of trust in the organization. Moreover, they certainly suggested that servant leaders in management can emphasize the significance of servant leadership in creating and sustaining a trusted relationship and inspiring cabin crew to perform at their optimum. More important, in response to their personal experience and observation associated with servant leader practices in an organization, cabin crew report higher levels of work and career satisfaction than other employees (Ilkhanizadeh & Karatepe, 2018).

Above all, when assessing servant leadership with other leadership styles, where the ultimate objective is the well-being of the organization, a servant leader is involved in serving their followers by being compassionate towards them and placing them above the company's interests (Jan et al., 2021). Service-oriented leadership has been shown to be more successful and accepted in the hospitality industry than other leadership strategies such as transformational, ethical, transactional, and empowering leadership, among others (Bavik et al., 2017; Jan et al., 2021). This would be attributed to the reason that these leaders in the hospitality business have the responsibility of ensuring the well-being of their followers and providing excellent service to their staff and customers (Bavik, 2020; Jan et al., 2021).

The conclusion indicated that servant leadership characteristics are aligned with and suitable for the nature of the flight purser role. This is attributable to the fact that this kind of leader has the ability to inspire and encourage their team members to accomplish their objectives.

2.4.3.4 Moral leadership

According to several researchers, moral leadership refers to a leader who earns the respect and loyalty of their followers by exhibiting superior personal values and performing sacrificially. Farh and Cheng (2000) propose that in terms of morality, it portrays leaders' practices that exhibit superior personal characteristics. Treviño et al. (2003) explained that moral leaders are those who continuously exemplify ethical conduct in both their professional and personal lives. They have been proven to increase superiors' confidence in them (Treviño et al., 2003). A number of authors have contributed to morality leaders neither pursuing personal benefits nor utilizing authority for personal interests (Cheng et al., 2013; Pellegrini & Scandura, 2008). Moral leadership intends that leader may demonstrate robust personal ethics and moral development, differentiate between public and personal matters, and perform as role models for their followers (Jiang & Lin, 2021; Zhang et al., 2014). Similar to Zeng et al. (2009), they mentioned that moral leadership requires "making a distinction between public and private matters" and "leading by example," among other aspects. "Distinguishing between public and private concerns" signifies "equal treatment" and "sacrifice of private interests," and "leading by example" means "as a role model for others to follow (Zeng et al., 2009)." Furthermore, According to Maguad and Krone (2009), moral leadership is determined by a person's character, not by adherence to a set of prescribed behaviors. Although, they mentioned that people may be instructed to implement rules, regulations and behaviors (Maguad & Krone, 2009). The researchers, moreover, emphasized that moral and ethical standards perform a vital role in leadership effectiveness (Bonitto & Noriega, 2012; Newman & Fuqua, 2006). Sama and Shoaf (2008) studied the topic of moral leaders and found that loyalty, honesty, and common goals were essential elements and may facilitate the development of a moral context (Sama & Shoaf, 2008).

In addition, a number of academics defined moral leadership as a "normative phenomenon" that is concerned with "the ideals and human agency of leaders

and followers (Davis, 2009; Richmon & Allison, 2003).” Values, namely, sincerity, integrity, honor, dignity, fairness, and truth are meant to be a moral leader (Davis, 2009; Gardner, 1990). Davis (2009) further explained that any argument for moral leadership involves an inspection of human behavior, since a challenge to moral conduct requires confidence in the existence of an original ethical sense, both in the leader and the followers, and hence the expectation that moral development is not just conceivable but achievable. Begley and Wong (2001) as cited in Davis (2009) endorsed that according to a moral leadership philosophy, there are two suggestions: The leader would appeal to the followers’ attitude of just duty and kindness in order to motivate them to perform and accomplish their professions properly; and secondly, that the leaders would have a solid sense of justice, commitment, and compassion, without which the followers would be incompetent to be inspired or encouraged (Begley & Wong, 2001; Davis, 2009). Also, the researchers contextualized moral leadership by suggesting that it encompasses not just concerns of race, wealth, and gender, but also wider questions of social justice and democracy (Dantley, 2005; as cited in Davis, 2009).

Furthermore, Rempel et al. (1985) and Wu (2012) indicated that moral leadership, supervisor trust, and psychological empowerment are all necessary components. Whereas a leader’s behaviors are consistent with their stated moral values, followers are more inclined to believe that the leader is internally driven (Rempel et al., 1985; Wu, 2012). Wu (2012) recommended that moral leadership may have the ultimate predictive potential for decent work engagement of any kind of leadership. Moreover, a considerable number of researchers similarly stated that moral leader may not exploit authority for personal gain, they behave as an example of personal and professional conduct, resulting in subordinates that have respect and connect with the leader (Cheng et al., 2013; Pellegrini & Scandura, 2008). The researchers confirmed that it has four dimensions: meaning, knowledge, self-determination, and consequences. To be specific, when moral leadership is developed, subordinates are more likely to connect with the supervisor’s goals and to recognize the significance of job responsibilities (Spreitzer, 1995; Wu, 2012).

Next, they argued that subordinates may embrace their moral supervisors' commitment to work, they would also perceive their work atmosphere as supportive and take initiative to develop their ability through active learning or seeking feedback or guidance from supervisors in order to achieve their responsibilities and meet high performance standards, thereby increasing their self-esteem and proficiency (Spreitzer, 1995; Wu, 2012). Moreover, they described moral supervisors who asserted that subordinates would be able to complete their work with a sense of autonomy and the ability to manage their work, consequently increasing the probability that self-determination would be demonstrated. They also stated that moral supervisors foster a trusting nature and provide opportunities for the acquirer of job-correlated information and resources (Spreitzer, 1995; Wu, 2012). Lastly, they emphasized that moral supervisors select employees based on their moral character, empower them with equal treatment, and refrain from taking credit for their subordinates' achievements. Moral supervisors should be able to influence organizational effectiveness and thus assess their consequences (Spreitzer, 1995; Wu, 2012).

On the word of Skubinn and Herzog (2016), the character viewpoint of moral leadership was primarily responsible for determining three elements of moral identity: the assessment of responsibility, the centrality of the moral self, and the motivating strength of the desire to sustain self-consistent behavior. They described the defining moral principles. The definition distinguished between two dimensions: internalization (the extent to which moral characteristics are fundamental to one's self-concept) and symbolization (the extent to which moral traits are represented publicly) (Aquino & Reed II, 2002; Skubinn & Herzog, 2016). Jiang and Lin (2021) stated that it is the moral leaders' actions of ensuring equality and sacrificing personal interests that will inspire employees to remain valued and compensated with gratitude. The ultimate goal of repaying moral leaders is to ensure that the interests of the organization represented by the leaders are protected and sustainable (Jiang & Lin, 2021). Moral leadership is not just educating, asserting faith, or insisting on social conformity.

Moreover, the findings indicated that it was developed from, and always returns to, the followers' foundations, desires, needs, ambitions, and values. Moral leadership may result in societal transformation while also meeting the genuine requirements of followers (Jiang & Lin, 2021).

Concentrating on the airline business context, Chen and Chen (2014) explored the correlation between pilot safety behavior, efficacy leadership and moral leadership. They stated that in the airline industry, a company's safety record is seen as vital performance indicator by customers. They pointed out that maintaining an airline's safety record, its employees may act morally, and therefore it is anticipated that the airline crews (e.g., cockpit, cabin crew and maintenance crew) would demonstrate a high degree of morality in their job performance (Chen & Chen, 2014).

Comparable, Bouzari et al. (2020) studied the impact of moral leadership on counterproductivity among cabin crews. However, several researchers mentioned the term ethical leadership as inspiring followers to make moral decisions, leaders' behaviors as role models for their followers, and engaging in prosocial actions in the practice (Brown et al., 2005; as cited in Jiang & Lin, 2021). Then, the research finding showed that as a consequence of the implementation of ethical or moral leadership behaviors by airline managers, cabin crews get signals about the moral core values, which aims at enhancing perceived moral values suitable in terms of person-organization and person-job fit. Cabin crew members who experience a high degree of suited with their jobs and the airline are less likely to be punished. It is anticipated that cabin crew are less likely to engage in unproductive work conduct (Bouzari et al., 2020).

2.4.3.5 Ethical Leadership

The ethical leadership concept was introduced into management literature in the early 1990s. It began by examining the normative characteristics and actions of leaders. According to Dennis and Bocarnea (2005), they explored the ethical leadership style and found that servant leadership has a moral or virtue facet. Ethical leadership may place the organization's needs ahead of their own, while being aware of

the needs of the followers. In general, virtues are a person's excellent moral qualities, or general qualities of goodness, or moral excellence.

The concept has progressed to examine whether followers consider the leader to be ethical, and if they inspire others to perform ethically (Chikeleze, 2014). The scholar examined the relationship between ethical philosophy and leadership style and then concluded that leaders exhibit a preference of ethical leadership styles.

When a leader is confronted with an ethical issue, that is the ethical leadership style ultimately defines the leader's ethical decision-making preferred approach. Chikeleze (2014) further proposed that leaders' ethical choices are guided by one of six main ethical values: compassion, distributive justice, obligation, egoism, personal virtue, or utilitarian ethics. Several academics revealed that ethical leader exhibit a number of constant characteristics, namely, honesty, justice, and trustworthiness (Grayum, 2018; Piccolo et al., 2010). Ethical leaders evaluate the propriety of choices made within an organization. The stated that it is essential to take the ethical context into account in order to provide a fair and balanced approach (Grayum, 2018; Piccolo et al., 2010). The term "ethical leadership" refers to the perceptions of associates regarding ethical behavior that may be deduced from the leader's performances, as described by Brown et al. (2005). They also affirmed that leaders might serve as a primary source of ethical advice for their subordinates and ethical leaders provide followers with a means of expression (voice), a high degree of autonomy and influence over decision-making. (Brown et al., 2005; as cited in Piccolo et al., 2010). Ethical leaders may enable subordinates to have participation in decision-making while also attentively to their thoughts and concerns, a feature of leader conduct the authors characterized as "power sharing" (as cited in De Hoogh & Den Hartog, 2008; Piccolo et al., 2010). Eisenbeiss (2012) explored the contemporary literature on ethical leadership, there are several crucial factors to consider. The study sought to address ethical problems and current demands for cooperation of leadership, the researcher developed an interdisciplinary integrative approach to ethical leadership. According to

the results, four principal elements of ethical leadership were discovered: humane orientation, justice orientation, responsibility and sustainability orientation, as well as moderation orientation (Eisenbeiss, 2012).

Furthermore, empirical research has shown that organizational citizenship conduct facilitates organizations to become more productive and efficient, which means that organizations may have lower rates of employee turnover since employees are able to experience job satisfaction with ethical behavior from their leaders (Eisenbeiss, 2012). Similar to Lawton and Páez (2015), they developed a framework for ethical leadership. They explored the characteristics, the behaviors and the consequences of ethical leadership.

After that, they learned the definition of ethical leadership is “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown et al., 2005; as cited in Lawton & Páez, 2015). Then, they proposed the characteristics of ethical leadership which consist of authenticity, virtues and integrity. They discovered that ethical leadership performs as authentic leaders who demonstrate integrity in their interactions with followers in order to accomplish ethical results. Ethical results require virtuous leaders who participate in responsible interactions with others and foster trust (Lawton & Páez, 2015). They further emphasized the concept of virtues that character is constructed on morals (Lawton & Páez, 2015; Sarros et al., 2006), and “moral quality” is regarded as a positive attribute in leaders (Hendrix, 2004; Lawton & Páez, 2015), that could be generated (Lawton & Páez, 2015; Peterson & Seligman, 2012; Peterson & Seligman, 2003). In addition, Chughtai et al. (2015) investigated the impact of ethical leadership on two indicators of work-related well-being: work engagement and emotional exhaustion. Two surveys were conducted with 216 trainee accountants from a variety of organizations. Structural equation modeling was employed to evaluate the assumptions. As predicted, trusting in team leader completely moderated the effects of

ethical leadership on employee engagement and emotional exhaustion. The researchers explained that supervisors' ethical leadership behaviors will enhance trainees' respect in them. They urged that ethical leader is a compassionate leader who values the well-being of their followers and encourages their open discussion on problems which are significant to them (Brown et al., 2005; Chughtai et al., 2015). Obviously, the study results may have significant consequences for organizations. The researchers found that promoting ethical leadership may be beneficial to both employee health and work well-being. Organizations may thus engage more ethical leadership and provide training to current leaders (Chughtai et al., 2015).

Moreover, Lam (2016) explained that ethical leaders are prepared to put others' advantages beyond their own and are guided by internalized moral values and standards.

Several researchers emphasized that ethical leaders' other-orientation, and the definitions of ethical leaders accurately represent Bass' concept of genuine transformational leaders (Howell & Avolio, 1992; Kanungo & Mendonca, 1998; as cited in Lam, 2016). They found that when ethical leaders behave in a transformative manner, they constantly motivate, rather than dominating their followers to aspire to greater ethical standards that coincide with both the leaders' and the organization's objectives and goals. Even though followers of ethical, transformational leaders are motivated, they acquire the knowledge, skills, and moral compass necessary to assume leadership roles in their own circumstances and in the circumstances of others (Howell & Avolio, 1992; Kanungo & Mendonca, 1998; as cited in Lam, 2016).

Furthermore, Skubinn and Herzog (2016) examined the relation between the concepts of ethical leadership and internalized moral identity to productive deviant workplace behavior. They found that, based on genuinely embedded moral principles and values of leaders, in crucial circumstances when there is a conflict between hyper norms and (formal or informal) organizational norms, the researchers suggested that ethical leadership based on an internalized moral identity is more likely to result in

constructively deviant workplace conduct than unethical leadership (Skubinn & Herzog, 2016).

Focusing attention on the airline industry, Cote (2018) examined and assessed the leadership behavioral style (People-Oriented) of the former Southwest Airline CEO, Herb Kellheler, leading and transforming the airline from regional airline to a successful global airline. Cote (2018) noticed that Herb Kellheler applied his leadership style by employing a people-oriented style. The people-oriented style is aimed at motivating employees with their objective achievement and allowing employees to reach their objectives with self-sufficiency in any dynamic working situation (Cote, 2018). Hence, the several of leadership styles were explored which Herb Kellheler has applied to the airline, for instance, servant leadership, spiritual leadership, transaction leadership, and transformational leadership. The findings indicated that Herb Kellheler, who is the former Southwest Airline CEO, has integrated all leadership approaches by prioritizing employees, passengers, and shareholders.

Several researchers found that effective leaders embrace ethical, moral, and values. Importantly, ethical leadership is the method of persuading others to behave accordingly through the embracing of beliefs, values, and principles (Avey et al., 2012; as cited in Grayum, 2018).

Nevertheless, according to the findings of the present study's literature analysis on transformational leadership, moral leadership, servant leadership, and ethical leadership, the researcher discovered that these styles of leadership are comparable (Gotsis & Grimani, 2016; Long, 2017). Long (2017) concluded that there are commonalities in the characteristics of servant, ethical, and transformational leadership styles. The servant leadership style is related to the ethical leadership style in that it encourages ethical conduct as well as employee development and empowerment (Huang et al., 2016; Long, 2017). The servant leadership style and the ethical leadership style, in accordance with social learning theory, both suggest that followers will adapt and imitate the leader's attitude, consider the leader's moral and ethical behavior may be essential (Long, 2017). Additionally, Huang et al. (2016) and Long (2017) discovered

that the servant and ethical leadership styles have a moral component. Thus, current literature review suggests that transformational leadership, moral leadership, servant leadership, and ethical leadership all have the same significant facet: moral.

2.4.3.6 Mentor Leadership

Bush and Coleman (1995) in-depth researched on mentors and mentees in England corroborated this perspective in another mentor's words, "It's a two-way process." The interdependence between mentors and mentees provides both advantages and benefits. Mentors occur in many different of responsibilities and, like chameleons, change their positions to fulfil the criteria of their mentees, taking on the roles of coaches, supports, counselors, educators, and sponsors, among other things (Bush & Coleman, 1995). Dzikowski (2013) mentioned that numerous the world's most accomplished and successful leaders have valued mentors. Mentoring has become a popular method for developing the leadership abilities of present and upcoming leaders. Mentoring is described as a partnership where an experienced employee operates as a mentor to a less experienced colleague.

However, they informed that this connection is more like a collaborative leadership process (Dzikowski, 2013). (Dzikowski, 2013). They added that mentoring requires time, effort, and dedication. Mentoring has a variety of advantages, ranging from improved self-esteem, awareness, insight, and professional abilities to stress reduction and relaxation. Mentoring may be challenging owing to personal and social limitations such as time limits, incompatibility, and insufficient training and education (Dzikowski, 2013). They established that mentors lead with four distinct roles: coaches, supporters, counselors, and educators. The definitions were described as follows:

- 1) Coaches can be defined as encouraging learners' confidence and faith in their potential to succeed. Mentor's concern encourages communication and builds trust between mentees. In a trust-filled situation, mentors may help their

mentees learn through utilizing their skills, as well as identifying and preventing mistakes (Dziczkowski, 2013; Northouse, 2004).

2) Supporters can be defined as mentoring leaders are available for mentees when they need guidance, confidence, a sounding board for ideas, or a willing listener. Without the assistance of mentors, mentees would believe that their mentors would have little interest in their well-being (Dziczkowski, 2013; Kouzes & Posner, 2007).

3) Counselor can be defined as counselor mentors offer comments to mentees and promote self-awareness growth. The comments will assist mentees in making more informed judgments about their ideas, choices, and actions. It enables mentees to assess their current position in relation to their desired position. Comments or feedback can be written or spoken, immediate or delayed, and it can be verbal or nonverbal. Mentors should be aware that comments must be acceptable and accurately represent the mentor's knowledge and perspective of the issue. If mentors are not accurate, mentees will not get timely and correct feedback to assist them in making better choices and changes. (Dziczkowski, 2013; Goleman et al., 2002; Johannesen et al., 2008)

4) Educators can be defined as mentors who provide innovative ideas, guidance, and inspiration to their mentees. Mentors assist the mentees become more comfortable by providing knowledge, guidance, and support (Dziczkowski, 2013; Goleman et al., 2002).

Additionally, mentoring has been proven to be an effective practice for promoting personal development and enhancing leadership capabilities (Crisp & Alvarado-Young, 2018; Yn-Nii et al., 2016). According to Hastings et al. (2015), they stated that "Mentoring for leadership development is a long term, one-on-one dynamic process of role modeling and reflection designed to amass knowledge, skills, and self-confidence for personal development and leadership empowerment." Crisp and

Alvarado-Young (2018) described mentor leadership as having the characteristic of supporting. They explained that there are four corresponding kinds of mentoring support are psychological and emotional support, assistance with goal planning and career path selection, assistance with academic key improvements, and role modeling. They additionally described the four mentor leadership characteristics as following.

1) Psychological and emotional support can be defined as “a sense of listening, providing moral support, identifying problems and providing encouragement, and establishing a supportive relationship in which there is mutual understanding and linking between the student and the mentor” (Crisp & Alvarado-Young, 2018; Crisp & Cruz, 2009).

2) Goal planning and career path selection can be defined as mentors may offer critical criticism to trainees and promote the growth of self-reflection and self-awareness (Crisp & Alvarado-Young, 2018; Dzikowski, 2013).

3) Assistance with academic key improvements can be defined as offering individuals with professional contacts, career creation, networking with prospective internship hosts, and apprenticeship possibilities (Crisp & Alvarado-Young, 2018; Komives et al., 2005).

4) Role modeling can be defined as leaders who act as mentors and function as examples of successful leadership. They may persuade members to learn in professional development by demonstrating leadership characteristics and the concepts may be applied to real-world circumstances (Crisp & Alvarado-Young, 2018; Komives et al., 2005).

Furthermore, Shek and Li (2015) determined that a mentor is typically regarded to be a someone with advanced experience or in a higher position. They behave as a role model, offers support, guidance, and feedback to an inexperienced individual in the areas of career planning, interpersonal development, and leadership development. They identified that a kind of social assistance given by a senior employee to a junior employee who has less experience and expertise is characterized as mentoring in an organizational environment. The goal of mentoring is to help the junior employee

advance in their career and personal development. They further illustrated that the mentor conceptualization requires mentoring provides two types of features: a professional function and a psychosocial function. The career function refers to the mentor's commitment to provide the mentee with upward mobility and assistance throughout their career. There are several components to mentoring, such as sponsorship (e.g., supporting promotions and subsequent moves), exposure and recognition (e.g., increasing mentee's exposure and recognition in the organization), coaching (e.g., coaching mentee in completing tasks), supervision (e.g., protecting mentee from adverse influence), and challenging assignments (e.g., providing challenging assignments). They also indicated the role of mentoring can be broadened to include the mentee's personal development, which is referred to as the "psychosocial function." They explained that it is the psychosocial function that delivers individuals with "a perception of competence, identity, and success in a professional position (Shek & Li, 2015)." Assisting young professionals as mentors is a fundamental element of comprehensive leadership (Gibson et al., 2000; as cited in Shek & Li, 2015). Shek and Li (2015) contributed that during the development of followers, the leader is also training the followers to make a positive contribution to the organization's success. They stated that a great leader may regularly also be an excellent mentor (Shek & Li, 2015).

In hospitality and service industries, Ghani et al. (2018) explored the relationship between empowering leadership and employee service performance and organizational citizenship behavior with mediating role of employee engagement.

They explained that empowering leadership has been generally defined as a kind of conduct in which a leader shows vital assistance to followers in the form of mentoring, inspiration and encouragement, emotional support, and sharing of knowledge. According to empowerment literature, when a leader is engaged and committed to empowering subordinates, they attempt to increase subordinates' decision-making autonomy by giving significance to their work. They will become more engaged in customer service habits as a result of such enriched encounters (Ghani et al., 2018).

Moreover, Araslı and Arıcı (2019) analyzed the method of retaining seasonal employees in the hospitality industry by employing three specific leadership styles, such as suspending leadership, mentoring leadership, and spoon-feeding leadership. The study aimed to make a significant contribution to the literature on leadership by correlating different employee types with different leadership styles in the hospitality business. The researchers found that hospitality managers may consider the unique preferences of their staff in order to offer them with the right motivating elements that will encourage them to be more productive, go further than their job responsibilities, and become more involved in the company (Araslı & Arıcı, 2019; Araslı et al., 2017). Emphasized the term “mentor”, refers to someone who has the knowledge, skills, intellect, and strength to educate, advise, and assist a less experienced person in order to help them develop both professionally and personally (Araslı & Arıcı, 2019; as cited in Daniels, 2000). Araslı and Arıcı (2019) found that in order to be a successful leader, mentoring is essential, and any kind of consulting is beneficial for those who are less experienced. They stated that mentors, sponsors, coaches, and role models may be particularly helpful in assisting inexperienced new workers throughout their first few years on the job (Araslı & Arıcı, 2019). They finally concluded that a ‘mentor leader’ is defined as a leader who coaches employees by educating, advising, and supporting their professional and personal development in line with the needs of the specific performance.

Besides, Araslı and Arıcı (2019) outlined critical qualities that a mentor leader might possess. One of these characteristics is vision, which is essential for avoiding mistakes and the inevitable repercussions that follow. Importantly, employees that have a sharp vision are more likely to perform in the appropriate direction.

Next, trustworthiness and responsiveness are two additional characteristics that the mentor leader has in abundance. They explained that a leader of this kind is passionate about bridging the experience gap among their staff and developing them effectively. In particular, a mentor leader may have an impact on the employees by establishing a reputation as a trustworthy individual who fulfills their learning objectives by providing appropriate information (Araslı & Arıcı, 2019).

Moreover, they indicated that a mentor leader's conceptual behaviors include conferring with feedback and showing respect for their employees. In this way, positive feedback is perhaps the most essential quality a mentor leader might possess. That is to say, the leader could use appropriate feedback to eliminate the knowledge and experience gaps that exist among workers in the workplace and help them to develop into self-assured employees (Araslı & Arıcı, 2019; Messmer, 1998).

Furthermore, Araslı and Arıcı (2019) proposed the benefits of mentor leaders. It may provide and pass on beneficial knowledge in the hospitality field to their employees. They may demonstrate mentor leadership techniques by helping employees and guaranteeing their development of a professional vision throughout the first impact period of the relationship as a trainee and a mentor. Following, a mentor leader may define the practical deficiencies and the necessary training (Araslı & Arıcı, 2019). The researchers contributed that mentor leaders may support employee sponsorship, mentoring, protection, and the assignment of difficult tasks to employees are examples of job-related activities that may assist them develop their critical thinking skills. Later on, they conduct orientation training for new workers in order to integrate them into the company and educate them of the responsibilities that they would be required to do. A mentor leader initially provides vocational assistance to the employees (Araslı & Arıcı, 2019). Lastly, the benefit of mentoring for less experienced employees is the beneficial effect it has on their professional development (Araslı & Arıcı, 2019; Eby et al., 2008). Thus, the results affirmed that a mentor leader can provide career planning for the employees' career development and encourage them. Consequently, knowledge from mentor leaders might benefit and contribute to employees' development sustainability (Araslı & Arıcı, 2019).

2.4.3.7 Encouragement of self - initiation Leadership

Based upon the self-determination theory, Ryan and Deci (2000) stated that a methodological approach to human motivation and personality that use conventional empirical techniques while emphasizing the significance of individuals'

inherent inner resources for personality development and behavioral self-regulation. The theory indicated that humans' needs are fundamental developmental inclinations and psychological conditions that serve as the foundation for their self-motivation and personality integration, as well as the circumstances that facilitate those positive processes. They conclude that it is consist of the needs for competence, relatedness and autonomy which promoting human optimum natural growth and integration, as well as constructive social development and personal well-being. They further contributed that the environment which promoting autonomy, competence, and relatedness may encourage more internalization and integration than those that resist fulfillment of these requirements. Thus, it essential to encourage others in a manner that results in commitment, effort, and high-quality performance should consider the implications of these results (Ryan & Deci, 2000).

As a result, the current study attempted to define the term encourage self-initiation leadership with autonomy support from leaders, which refers to employees who perceive supervisory support in leaders' pay attention, decision making, and idea generation processes, according to the self-determination theory (Chen et al., 2018). Chen et al. (2018) studied leaders' autonomy-support climate and employee emotional capital experience, which lead to service performance through enhanced work engagement. They explained that leaders might demonstrate encouragement in their employees' abilities to perform successfully, encourage them to ask questions, and recommend them with choices and options. Importantly, leaders acknowledge employees' opinions by offering choices and encouraging self-initiation rather than imposing pressure or control. The findings showed that that organizations that foster support from the unit leader may improve service performance through increased employee work engagement, particularly when employees are experiencing elevated levels of physical, emotional, and job insecurity.

The results revealed that supervisors play a significant role in creating autonomy support through listening to subordinates' job requirements, giving choice,

reflecting workers' emotions, and notably promoting self-initiated proactive activities (Chen et al., 2018). They established that those, particularly in the service industry, who consider that their supervisors will acknowledge their perspectives, support their ideas, and encourage self-initiation (high autonomy support), will be more engaged at work when confronted with a variety of job demands, for instance, operating the nightshift, being required to regulate emotional expressions, and the threat of unstable employment (Chen et al., 2018). Similarly, autonomy-supportive leaders characterized as recognize and respect employees' ideas, provide options, and encourage self-initiation (Baard et al., 2004).

Apparently, successful leaders who encourage self-initiation may improve subordinates' perspectives of their own potential (Kravchenko, 2018). They explained that encourage self-initiation leaders may encourage employees by sharing their vision, establishing ambitious standards of work, encouraging employees to experiment with new methods, and stimulating their innovativeness and creativity. Employees will be more engaged in their collective work as a consequence of these initiatives (Kravchenko, 2018). As Peng and Tseng (2019) mentioned that leadership is an interpersonal process that encourages followers to contribute deliberately toward achieving elevated levels of individual or group work engagement. They further underlined that follower able to perform effectively due to a transformational leader who provide them with such external direction, which includes inspiration, encouragement, challenge, and instruction. They also described leaders who encourage self-initiation, resulting in followers employing their unique talents to enhance job performance (Peng & Tseng, 2019). Nevertheless, according to Beatrice (2020), transactional leadership is also a form of leadership that requires encouraging employees to develop, organize, and pursue their own interests while also attaining company objectives.

2.4.4 Flight Purser Leadership Concepts

Typically, customer relationship management (CRM) programs in the aviation industry comprise the following six categories: situation awareness, decision making, communication, team working, stress management, and supervision/leadership skills (Bovier, 1993). Similarly, crew resource management training, also known as CRM in aviation industries, is a phrase that refers to a variety of technical training, leadership training, crew coordination, and communication skills training that is provided to members of a crew (Helmreich et al., 1999). According to the IATA Operational Safety Audit (IOSA, 2021), the airline operator conducts aircraft with a cabin crew of more than one, the operator shall allocate ultimate responsibility for the conduct and coordination of regular and emergency cabin procedures to a professionally trained cabin crew leader. Depending on the operator, the role of cabin crew leader may be referred to by a different title or name (for example, purser, lead flight attendant, senior cabin crew member, or onboard leader). The IATA Operational Safety Audit (IOSA, 2021) stated that adequately skilled cabin crew leaders are characteristically those who have the mandatory amount of experience as an active cabin crew member, as defined by the operator (for example, one year of full-time experience) and who have accomplished cabin crew leadership training program in accordance with the operator's requirements. They further clarified that prior to actually assigning responsibilities as a designated cabin crew leader, the airline ought to verify that all relevant cabin crew members have completed cabin crew leadership training. (where applicable, as authorized or recognized by the Authority) (IOSA, 2021). Following this, flight purser may entitle as the supervisor of senior and junior cabin crew members who supervises and communicates all actions and events occurring throughout a flight to the captain, who operates as the flight leader (Mariska et al., 2015).

Moreover, Nara (2010) studied the on-the-spot problem solving approach of flight purser in major airlines during unforeseen difficulties. They mentioned that flight pursers are responsible for monitoring the performance of the entire junior cabin crew

members on board and outside the aircraft in their capability as leaders of the frontline personnel.

Administration junior cabin crew and dealing with difficulties such as human relationships, service disruptions, passengers' medical issues and potential accidents are all responsibilities that eventually capitulate to the flight purser's responsibilities in the airline business as the leader of the frontline employees. They found that in the area of supervision and leadership, senior employees learn how to direct and manage junior employees in the role of the leaders. Flight pursers may learn to utilize leadership and decisiveness appropriately in order to motivate and inspire their followers (Flin & O'Connor, 2001; as cited in Nara, 2010).

Bienefeld and Grote (2014) explored speaking up role in ad hoc multiteam systems which are cockpit and cabin crew. They examined the relationship between crewmembers' individual level perceptions of psychological safety, status, and leadership within and across teams of a European airline. They found that flight purser performed a leadership role within team perceptions of psychological safety that mediated between status and speaking up across teams. They stated that flight purser is a position of authority exclusively among cabin crew members. They perform the required functions, as they are responsible for two main boundary-spanning practices: information transmission and real-time co-operation and coordination amongst team members (Bienefeld & Grote, 2014), they are considered boundary spanners (Davison & Hollenbeck, 2012). They stated that it is the flight purser who performs this boundary-spanning function, while pilots are performing their particular role in the cockpit, are unable to obtain a comprehensive view of the situation in the cabin due to the nature of their work. Thus, in order to preserve boundary-spanning operations concentrated on a single person in-charge, cabin crew are required to interact exclusively with the flight purser on board as they are the leader in the cabin. (Bienefeld & Grote, 2014). It can be said that cabin crew operate their duties in working circumstances where handling their

decent and destructive conduct by assigned flight pursers appears to be a challenging task (Vatankhah & Raoofi, 2018).

2.4.5 Cabin Crew Roles and Responsibilities

Cabin crew have a variety of responsibilities, and they mostly operate with a significant emphasis on safety. Injury prevention and the preservation of an irregularity from progressing to an emergency are the primary goals of cabin safety (International Air Transport Association [IATA], 2022).

The Civil Aviation Authority of Thailand (2021) explained that cabin crew roles and responsibilities are consist of the following elements:

- 1) Pre-flight briefings: Cabin crew may receive a safety briefing prior to the commencement of each flight or sequence of consecutive flights, as well as after each thorough rest period. The flight purser will be responsible for the cabin crew's pre-flight briefing.
- 2) Allocation of Cabin Crew Stations: The cabin crew will be delegated duties and responsibilities accordingly on the day. The flight purser ensures that the experienced cabin crew are allocated appropriately throughout the flight.
- 3) Checking of Safety and Emergency Equipment: Cabin crew must ensure that all safety and emergency equipment on board the aircraft is in proper operating order and that their placement and complement are in conformity with the aircraft's operations manual before departure.
- 4) Conducting a passenger briefing for a pre-departure flight ensures that all essential elements applicable to the specific aircraft and activity that is being performed are included. Briefings are to be conducted in English as well as in any other language responsive to the needs of the passengers.
- 5) Embarkation and Disembarkation of Passengers: Specific instructions for forwarding passengers should be given access to cabin crew at sites when ground handling personnel are not present.

6) Arming and Disarming Slides: Slides should be armed as soon as possible as any obstacles to their deployment (stairs, jetties, and so forth) have been removed and eliminated. After landing, slides should continue armed until the aircraft has come to a complete stop and a direction has been received. Accidental deployment poses a significant risk to cabin crew.

7) Each cabin crew is assigned to fulfill duties in accordance with service, safety, emergency, normal, and abnormal situations, all while under the supervision and cooperation of the flight purser.

2.4.6 Flight Purser Roles and Responsibilities

Skybrary (2021-2022) mentioned that flight purser is responsible for ensuring that all safety and security standards and directives are followed.

According to the rules, instructions, and procedures, the flight purser is responsible for the correct execution of their tasks and responsibilities that are connected to the safety and security of the aircraft and its passengers. The word “flight purser” may refer to the most senior member of the cabin crew on an aircraft. Unless otherwise stated, the designation of flight purser or senior cabin crew is a corporate appointment, and it does not necessarily imply that the flight purser is the most senior crew member on a flight, measured in terms of years of service with the organization (Skybrary, 2021-2022).

More importantly, they mentioned that although the criteria for flight purser or senior cabin crew positions vary from airline to airline, they almost always entail prior experience as cabin crew. It is customary for new flight pursers to have further training in the classroom as well as in-flight, and they will typically undertake their first flight(s) as a purser under the supervision of a qualified instructor (Skybrary, 2021-2022). Furthermore, they indicated that the job responsibilities are consist of the following elements:

1) Preparing for the flight by maintaining constant communication with the captain to determine flight specifics (such as time, weather, and regions of bad

circumstances like as turbulence), special orders and considerations, and to affirm emergency signals.

2) Conducting preflight cabin crew briefings to designate crew positions, review flight circumstances, check amendment status of cabin crew manuals, check chosen emergency procedures, and evaluate the grooming standard among the cabin crew.

3) Supervising pre-boarding cabin security and emergency equipment checks to confirm that all essential equipment is aboard and operational, that there are no suspicious packages or things present inside the cabin, and to guarantee that there is no sign that the cabin's security has been disrupted.

4) Ensuring that an appropriate number of meals, drinks, bar stock, and duty-free products has been boarded, inspected for security, and safely stored.

5) In cooperation with the captain, conduct passenger boarding at the proper time, ensuring that all required boarding documents is confirmed, and that carry-on luggage complies with corporate standards and regulations.

6) Administering relevant public address (PA) system announcements throughout boarding and, if necessary, throughout the flight's various phases.

7) Delivering safety briefings/demonstrations to passengers, either physically or through pre-recorded video.

8) Verifying that the overall number of passengers on board corresponds to the number shown on the passenger manifest.

9) Notifying the captain when boarding is complete and, in collaboration with the Captain and Ground Supervisor, ensuring that all cabin doors are closed and locked. Retaining flight deck security at all times and controlling the arming (and disarming) of emergency evacuation slides on the aircraft's doors.

10) Securing the cabin (passengers seated with seat belts fastened, cabin luggage stowed and secured, galleys and lavatories secured) before to takeoff, landing, and at any other time commanded by the captain.

11) Organizing and directing the cabin crew's actions in the case of an in-flight fire or other emergency, a medical emergency case, or a disruptive passenger.

12) In the case of a diversion or the necessary for an emergency landing or ditching, liaising with the captain to gain an emergency briefing, notifying and briefing the cabin crew, and managing the cabins and passengers' readiness.

13) Maintaining the captain informed in a concise, definite way of any security risk, medical concern, equipment failure, or emergency scenario.

14) Completing and submitting all mandatory forms and documentation, such as customs forms and general declarations, accident and incident reports, commissary reports, duty free reconciliation reports, cabin crew evaluation reports, and corporate flight reports.

However, the International Civil Aviation Organization (ICAO) does not require cabin crew licensing on a global level. Skybrary (2021-2022) similarly indicated that the requirements for employment as a senior cabin crew varies by organization. Almost airlines require prior cabin crew experience before accepting an applicant for senior cabin crew. Furthermore, there are certain organizations that require much decent amount of time in the subordinate position than the standard one-year requirement.

The ability and attitude of candidates, as well as the crew evaluations and suggestions from their superiors, will often be considered in the screening process. The period of employment (company seniority) is often utilized as a differentiator between applicants who are otherwise similarly competent (Skybrary, 2021-2022).

2.4.7 Differences in Flight Purser and Cabin Crew Roles and Responsibilities

According to International Air Transport Association (IATA, 2022) and Skybrary (2021-2022), flight purser and cabin crew roles and responsibilities are mainly dedicated on safety, security, and service. As mentioned previously in the flight purser and cabin crew roles and responsibilities parts, it can be stated that their work criteria are likely to be similar. Therefore, they are differentiated by a few distinct

responsibilities. The primary responsibility of a flight purser is to represent as a liaison between the pilot and the rest of the crew in all aspects of cabin operations. Flight pursers have the responsibility to ensure that all cabin crew are pre-flight briefed and perform duties according to the consistent standards. They will be in charge of the cabin and in responsible for supervising and organizing all relevant documents, cabin crew actions and cabin incidents that may occur during the flight.

Moreover, the IATA Operational Safety Audit (IOSA, 2021) stated that flight pursers (or cabin leaders, depending on the operator) are required to complete a cabin crew leadership training program that meets the operator's requirements. Additionally, flight pursers will acquire training in flight purser courses that include classroom and in-flight additional training, and they will typically conduct their first flight(s) as a purser under the supervision of a qualified instructor (Skybrary, 2021-2022). Hence, it can be anticipated that leadership qualities are the most essential characteristic of a flight purser, as these differentiate them from cabin crew.

2.4.8 Characteristics of flight purser leadership

Corresponding to a substantial quantity of literature studies, the flight purser leadership characteristics model has been established with alterations to many distinct types of leadership theories and styles. It is composed of five components: 1) Moral leadership 2) Efficacy leadership 3) Mentor leadership 4) Encouragement of self - initiation leadership and 5) Idealized influence leadership.

Table 2.3 Factors of flight purser leadership characteristics

		Moral	Efficacy	Mentoring	Encouragement of self - initiation	Idealized influence
1	Mr. Usman Ghani, Dr. Muhammad Tahir Masood and Dr. Zia Ur Rehman 2018		✓	✓		
2	Zhenyuan Wang, Liuxu Chen, Yongjia Duan and Jianghong Du 2018			✓		
3	Shu-Ling Chen, Chih-Ting Shih and Nai-Wen Chi 2018			✓	✓	
4	Muhammad Azeem Qureshi and Abdur Rahman Aleemi 2018.	✓				
5	E.M. Kravchenko 2018				✓	✓
6	Natasha T. Turman, Kristina C. Alcozer Garcia, Shannon Howes 2018		✓			
7	Bryce E. Hughes, William J. Schell, and Brett Tallman 2018		✓			
8	Shiva Ilkhanizadeh and Osman M. Karatepe 2018	✓	✓			
9	Gary J. Lorence 2018	✓		✓	✓	✓
10	Jessica Willard Grayum 2018	✓				
11	Cote, R. (2018)	✓	✓	✓		✓
12	Gloria Crisp, Kelly Alvarado-Young 2018			✓		

		Moral	Efficacy	Mentoring	Encouragement of self - initiation	Idealized influence
13	Marieta du Plessis and Adré B . Boshoff 2018	✓				
14	Tahreem Baloch, Muhammadi Sabra and Muhammad Ziaur-Rehman 2019		✓			
15	Natasha Maximo, Marius W. Stander and Lynelle Coxen 2019.	✓				
16	Fabian O . Ugwu, Ike E . Onyishi , Okechukwu Ibiam Egwu , Otu Otu Akanu, Okechukwu Groupson and Moses Agudiegwu 2019	✓				
17	Jui-Chen Peng and Mei- Man Tseng 2019				✓	✓
18	Isabel Buil, Eva Martínez, Jorge Matute 2019			✓	✓	✓
19	Folakemi Ohunakin, Adenike A. Adeniji, Olumuyiwa A. Oludayo, Adewale O. Osibanjo, and Oluseyi O. Oduyoye 2019			✓	✓	✓
20	Huseyin Arasli & Hasan Evrin Arıcı 2019	✓		✓		
21	Nicholas McAuliffe, Nancy S. Bostain and Arnold D. Witchel 2019	✓				
22	Vickki G. Johnson 2020			✓		
23	Scott Beatrice 2020			✓	✓	✓

		Moral	Efficacy	Mentoring	Encouragement of self - initiation	Idealized influence
24	Kevin K. Watanabe 2020	✓	✓	✓	✓	
25	Yuan Jing Luo , Yan Ping Li, Jin Nam Choi , Jing Du 2020.		✓			
26	Liang, Xuzhuo; Fan, Jianchang 2020				✓	
27	Eunah Hong, Yejee Jeong 2020		✓		✓	
28	Aoife De Brún and Eilish McAuliffe 2020		✓			
29	Guixian Tian , Zhuo Zhang 2020		✓	✓		
30	Yijun Zhao , Baoguo Xie 2020					✓
31	Ezgi Dede, Canan Çetin and Serdar Eryilmaz 2020.	✓				
32	Caresse Luis and Connie Vance 2020			✓		
33	Suhuan Duan, Zhiyong Liu, Hongsheng Che 2020	✓				
34	Ali Bavik, Yuen Lam Bavik, and Pok Man Tang 2020			✓		
35	Bouzari, M., Safavi, H., & Vatankhah, S. (2020)	✓				
36	Rong Wang, Darius K-S Chan 2020	✓				
37	He Ding, Enhai Yu, and Yanbin Li 2020			✓	✓	✓
38	Megan M. Walsh, Kara A. Arnold 2020			✓	✓	✓

		Moral	Efficacy	Mentoring	Encouragement of self - initiation	Idealized influence
39	Ibtissam Mohamad Sabbah, Tahanie Tarek Ibrahim, Rania Hani Khamis, Hajar Ahmad-Majed Bakhour, Sanaa Mohamad Sabbah, Nabil Sami Droubi, Hala Mohamad Sabbah 2020			✓	✓	✓
40	Azar Kaffashpoor, and Samaneh Sadeghian 2020		✓			
41	Nolan-Arañez, Shannon I.2020			✓		

2.5 Concepts and Theories of Employee Experience

2.5.1 Employee Experience Theory

Few researchers have studied the term employee experience, especially in the field of service and hospitality. Plaskoff (2017) defined employee experience as “employee’s holistic perceptions of the relationship with his/her employing organization derived from all the encounters at touchpoints along the employee’s journey”. They mentioned that the consequences of this concept are that an organization’s primary emphasis would be on employee comprehension, compassion, and intentional connections. Furthermore, organizations may expand this level of attention to their employees as individuals as well as members of distinct groups (e.g., generational cohort, division, etc.). Ultimately, consideration should be given to both individual events and the holistic experience—beginning with the recruiting process and continuing through and beyond the termination of the job relationship (Plaskoff, 2017).

Likewise, Ramerman (2019) articulated that employee experience is determined by a number of an employee’s interactions with the organization. Practically all of the time, this experience can last a prolonged period of time, beginning with the first time the employee has become familiar with the organization (regardless of whether or not they are interested in working there) and continuing well after the individual’s employment contract with the organization has expired (Ramerman, 2019a). They also described different experiences that take place during this time period, the most notable of which being the selection and recruiting process, onboarding, including day work experiences in the company. Therefore, separation and alumni experiences of an employee are also crucial factor considerations (Ramerman, 2019a). Moreover, Ramerman (2019) integrated employee experience into the brand equity equation. They suggested that employee brand equity is a phrase used to characterize the employee experience. They established that employees’ experiences with the organization may be either good or bad, regardless of the nature of their interactions with the organization (Alshathry et al., 2017; as cited in Ramerman, 2019a). They also emphasized the fact

that an organization that is centered on the employee experience is comparable to a company is based on the customer experience, with the distinction being that employees are treated customers.

Employee touchpoints are thus modified to enhance in certain organizations with the goal of having an extraordinarily favorable impact on employees' viewpoints and attitudes about the company overall (Ramerman, 2019a).

Dannels (2020) similarly explained that an organization's employee experience (EX) is the holistic impression that an employee has of their relationship with their employer. This impression is formed as a result of the employee's cumulative interactions with the organization throughout the period of their employment contract. They illustrated that employee experience is determined by the approach that engaged employees may experience their profession and through the corporation in its entirety. This may be shown in their level of engagement with their companies or the level to which their work is inextricably linked to their identity (Dannels, 2020). Nevertheless, the quality of their relationships with other employees, as well as their integrated experience of their organizations and the process of performing the work, all have an impact on their employee experience. Hence, enhancing the employee experience results in increases in employee happiness and engagement, performance, and efficiency, which has a positive effect on the overall performance, reputation, and value of the company (Bareket-Bojmel & Shuv-Ami, 2019). Even though it is founded on the premise that employees vary in their proclivity to become affectively devoted to a company due to differences in work experiences and personal aspects with the organization (Dannels, 2020; Meyer & Allen, 1991). Moreover, they described that when it comes to employee experience, employees have a distinct point of view. The majority of employees, beginning with prospective hires and recruits, consider work to be a seamless experience that affects their daily lives both inside and outside of the office. This includes their general physical, emotional, professional, and financial well-being as well as their productivity (Dannels, 2020; Walsh & Volini, 2017). Walsh and Volini (2017) report that an aligned culture (49 percent), as well as supporting

technology and tools (29 percent), all contribute to an improved employee experience. Additionally, a suitable physical environment may again contribute to an enhanced employee experience for the company, as has been shown in the past (22 percent).

Besides, a more comprehensive description can be found for numerous scopes of work experience that were revealed to be associated with employee engagement or employee turnover, for instance, leader-member exchange, participative management, promotional opportunities, work group cohesion, role stress, pay (with pay satisfaction), distributive justice, job scope, and other factors (Griffeth et al., 2000). Some authors have explained that in order to provide a regular yet realistic experience that employees perceive as fair for everyone, organizations would create the investment of time, attention, and resources necessary to achieve this priority in employees to fulfill employee happiness, engagement, and effective performance (Smith & Cantrell, 2011).

Moreover, various academics have illustrated the features of employee experience from a variety of perspectives. According to Alshathry et al. (2017), implementing an employee experience emphasis may aid in the improvement of top talent's recruitment, retention, engagement, and performance by focusing on their whole experience. Distinguishable from Bareket-Bojmel and Shuv-Ami (2019), they explained that employees' experience associates career accomplishment with the organization's performance and desire an emotional connection, to sense emotions and enthusiasm for their career. It is clearly related to work engagement and other components such as intentions to leave the company (Bareket-Bojmel & Shuv-Ami, 2019). They also found that employee experience may imply employee branding due to both referring to an organization's employer reputation and working experience value offer to employees (Bareket-Bojmel & Shuv-Ami, 2019; Barrow & Mosley, 2011). Corresponding to Ramerman (2019), as a consequence, employees are considerably more likely than ever before to get fully involved, engaged, and dedicated to the organization's strategic goal. The increased levels of creativity and critical thinking that come from this may be beneficial to the business. They also mentioned that positive

employee experience resulting in a perspective of personal responsibility, involvement, and commitment to the transformation (Ramerman, 2019a). Related to Griffeth et al. (2000), they outlined employee experience attributes as leader-member exchange, participative management, promotional chances, work group cohesion, role stress, pay, pay satisfaction, distributive justice, and job scope.

In addition, employees' experiences are described as a more in-depth contributing factor of employee engagement, and they are generated from the relationships that employees have with one another in the circumstances of their work environment (Yim, 2021).

In accordance with the descriptions of the employee experience literature review, the employee experience definitions were integrated from a variety of concepts and academics in general business, which were developed and proposed to apply to the airline perspective in Thailand. As a consequence, cabin crew experience may be defined as the cabin crew's complete perspective of their relationship with their flight purser based on all encounters during their career, and all touchpoints (Plaskoff, 2017), such as the recruiting process, which the flight purser performs as a judgment, the training process, which the flight purser performs as a mentor, and in general, working flight, which the flight purser performs as a flight leader. Cabin crew may have a positive or negative experience with the flight purser (Ramerman, 2019a), who is a leader with whom they often interact and engage. Consequently, when cabin crew attract with positive experience during job performing, it may result in work engagement (Bareket-Bojmel & Shuv-Ami, 2019) and effective performance (Bareket-Bojmel & Shuv-Ami, 2019; Smith & Cantrell, 2011).

2.5.2 Generating Optimal Employee Experience

A review of the existing literature revealed a variety of academics arguing for employee experience as a critical component of organizational success. Based on a theory of the organization's employees, both individually and collectively, may be applied to the organization's design, which aimed to be adapted to position employees

at the center of the structure while also integrating their various characteristics (as cited in Ramerman, 2019a; Rasca, 2018). For all of those reasons, Ramerman (2019) pointed out that intentional effort may be planned to influence employees' experiences, from the time of recruiting through the length of their career and beyond the conclusion of their involvement with the organization (Alshathry et al., 2017; Ramerman, 2019a). They, on the one hand, suggested that employers may do more than just provide benefits and incentives to ensure that their employees have a positive experience.

On the other hand, they may be capable of being considerate regarding their employees' needs and feelings by engaging in in-depth interactions with them. It is preferable to start by fostering rewarding connections between supervisors and colleagues (Plaskoff, 2017; Ramerman, 2019a). Furthermore, generating potential employee experience, employees may require to be comprehended not just as individuals, but also in the context of their interactions with one another and as members of other groups. Consequently, after employees have passionate interpersonal connections with one another, they probably feel genuinely recognized and accounted for as actual individuals rather than as things or resources (Ramerman, 2019a).

Moreover, Ramerman (2019) conceded that fostering an optimum employee experience is critical for corporate performance. They urged that the organization may provide programs that able to generate and assist employees to experience working wellbeing, emotional connection, and common objective such as mentoring coaching, personal development, and stress management. Especially, organizations may pursue remarkable, dependable, honest, and inspirational leaders capable of establishing genuine relationships with their employees, which may lead to positive employee experience (Ramerman, 2019a). Accordingly, leaders with effective communication skills and the capacity to advise and coach employees are also necessary components for creating employee experience. Leaders may genuinely desire and work to understand their members' demands and objectives, and then integrate incentives to effectively encourage them, resulting in increased involvement and engagement, which

results in encouraging employee experience throughout the company (Ramerman, 2019a; Turner & Kalman, 2015).

Furthermore, Dannels (2020) similarly acknowledged that organizations providing exceptional employee experiences placed a priority on employees' feeling of belonging to their supervisors, colleagues, company, and broader community. Accomplishing these goals, a comprehensive approach to employee well-being, pleasure, alignment, and engagement is required. As a result, exceptional firms ensure that their management are reliable and well-trained (Dannels, 2020). For this reason, they proposed six principles to assist businesses in designing optimum employee experiences (Dannels, 2020; Plaskoff, 2017). These are as follows:

- 1) Create a concerted determination to develop a comprehensive understanding of employees. This may demonstrate patterns in employee perceptions, indicate the touchpoints throughout the employment experience, allow employees to express emotions, and generate engagement for employees, among other benefits. This level of understanding cannot be attained by traditional pulse evaluations. Rather than that, leaders would engage employees in extensive conversations to obtain their perspectives and opinions about their profession and organizations (Dannels, 2020).

- 2) Contribute in a holistic way of thinking. Employee experience is based on the relationships and attitudes of the employee's cognitive, emotional, social/cultural, political, financial, and embodied aspects of life. Interactions with organizational alumni, family, friends, and members of the general public may all have an impact on the employee experience, as can conversations with customers. When an employee joins the organization, their trip began long before their first day of work and continues throughout time after they have left the company. For this reason, considering the ideas, emotions, and perceptions of employees at each stage of their careers is critical to creating successful employee experience designs (Dannels, 2020).

- 3) Make the experience tangible. Despite the fact that the employee experience pathway seems to be very subjective, characterized by a variety of

frequently ethereal touchpoints and perceptions, attempts must be made to make the intangible more concrete, in accordance with design thinking principles, in order to improve the employee experience. Employee experience modeling, according to the study, may be used to generate a visual depiction of the highs and lows, events and emotions, perceptions and possibilities that define the employee experience (Plaskoff, 2017). In order to represent the different characteristic groupings existing in the employee population, as well as their unique employee experience, identities may be created.

4) Require extensive participation. The researcher highlighted that in order to achieve this goal, participation from all levels of the organization is required. For example, “instead of consultants conducting interviews with employees to gather trends for analysis, employees interview other employees. Instead of leaders designing solutions, participants from a variety of functions and levels partner together to co-create solutions” (Dannels, 2020; Plaskoff, 2017). They contended that the variety of sources results in more productive and resilient interventions, contributes to resolving change resistance, and increases organizational employees’ commitment to performing the intended changes, among other benefits (Dannels, 2020; Plaskoff, 2017).

5) Engage in agile design. Agile design is a more effective method to design and deployment. It involves designing, implementing, evaluating, and then improving minimum viable solutions via consecutive cycles of design, implementation, and assessment. This agile approach to change enables the discovery and resolution of issues during the design or implementation phases in a timely manner. Experimenting with earlier planned treatments, expanding them out on an extremely limited scale, and then modifying the interventions in response to the knowledge that has been learned is central to the agile method (Dannels, 2020; Plaskoff, 2017).

6) Employ appreciative design thinking. The researchers portrayed appreciative design thinking as comprising the five stages of investigating to ascertain the aspects occurring, identifying the opportunity, ideating to create

alternatives, developing analysis, and assessing ideas, and applying or executing the resolution (Dannels, 2020; Plaskoff, 2017).

As a consequence, it might be inferred that creating an optimum employee experience is a key approach for organizations aiming to change employee performance and, as a result, improve organizational performance. The requirement for establishing optimum employee experience; therefore, may indeed be based on the individual organization. Employees may demand a satisfactory overall experience, beginning with recruiting and continuing throughout their employment experience. (Ramerman, 2019a). Additionally, the relationship between leaders and colleagues is a vital key fostering employee experience in the area of organization participation and engagement (Ramerman, 2019a). Respectively, increasing employee engagement through employee experience may require well-qualified leaders or management (Dannels, 2020). Organization could provide mentoring and coaching program for leaders to enquire critical skills and knowledge promoting positive employee experience (Ramerman, 2019a).

2.5.3 Overview of Employee Experience Characteristics

In a recent study, various perspectives on employee experience were examined from various perspectives, such as employee well-being, psychological availability, job quality, and employee experience itself, which was then defined as cabin crew experience. Currently, several scholars have described the characteristics of employee experience in various facets.

Gemmill (2003) conducted a comprehensive analysis of the literature on the topics of organizational culture, employee experience, and leadership. They articulated that the personal styles of leadership have a significant impact on the employee experience and therefore, on the overall corporate culture. In addition to the leadership style of a company, the organization's culture plays a role in enhancing the employee experience. They revealed that employee experience components are perception, commitment, employee satisfaction, and retention. They further explained that

employee experience is associated with employee self-awareness, which is in turn related to employee contentment and devotion to the organization. Employee experience, regularly referred to as one's comprehension of reality, is precisely the component that drives organizational collaborations, and therefore, recognizing employee perception contributes to comprehending the relationship balance (Gemmill, 2003).

Wilder (2016) analyzed the impact of leadership and organizational culture on particularly emotional facets of employees' experience. They mentioned that in terms of influencing employee experience, the emotional elements of corporate culture represent a potential yet alternated area of investigation. They aimed to investigate employee perceptions of organizational culture as related to employee experiences and attitudes. The researcher found that trust in leadership and perceived organizational support may associated with an organizational culture of companionate love in a collaborative environment. It appeared from the findings of this research that employees' experience of emotional elements of organizational culture are substantially linked to organizational engagement, workplace friendships, and the probability of speaking out in the workplace.

Certainly, emotion may be defined as a collection of variables at the individual and group levels that interact with environmental circumstances to produce a recognized shared emotional state, enabling groups and teams to work collaboratively (Kelly & Barsade, 2001; Wilder, 2016). Wilder (2016) emphasized that the affect in the employee experience at workplace the following elements as probable contributors to emotions in the workplace: individual/internal factors; stressful work events; leaders; work group characteristics; physical environment; incentives and punishments; and organizational culture. However, Rovere (2017) employee experience characteristics and subsequently developed nine experiential aspects aimed at capturing the breadth of the employee experience which consist of:

1) Purposes refer to the motivations the employees decided to work for the organization, such as their connection with the goal or their desire to pursue a certain career path.

2) Projects refer to the employees' perceptions of the position they perform at the organization and whether the work is the function they anticipated doing or if the work is unusual.

3) People refer to the organization's experience with the individuals the employees engage with, as well as the purpose of such engagements, are significant factors.

4) Processes refer to the knowledge gained from any processes implemented at the company. Both employment and business processes, as well as areas for improvement.

5) Programs refer to the organization's training and development programs, for example, as well as any other programs they offer.

6) Productivity tools refer to experiential learning using the instruments allocated to perform the individual's task, such as computers and software, as well as the tools themselves.

7) Play refers to the employee' perceptions of the organization' culture, as well as whether or not they had a suitable time at the organization.

8) Pay refers to the employee' perceptions of their compensation and benefits scheme, as well as their overall satisfaction with it.

9) Physical space refers to the organization's physical workplace provided a positive impression of the organization to employees.

Moreover, a number of scholars have defined the term employee experience characteristics in distinctive aspects. Plaskoff (2017) examined the employee experience in contemporary multigenerational workplace. Therefore, beyond rising employee compensation, it is critical to engage employees. The purpose of this research, the

conventional approach to human resource management will be reframed in a way that is more appropriate for the contemporary workplace and facilitates the empowerment and engagement that organizations urgently desire. According to the research results, they described employee experience characteristics as concerned with both experience and the individual. The employee is evaluated from a variety of perspectives: cognitive, emotional, social, political, economic, and physical (Plaskoff, 2017). Likewise, Łaba and Geldenhuys (2018) studied psychological availability experience on women's work engagement mediates daily positive work-home interaction and daily positive home-work interaction. The study explored psychological availability factor on women employees which conducted in the South African context. The researchers explained that according to scientific research, psychological availability as a notion has gained only a limited amount of empirical support. They illustrated that an employee who is more engaged with their workplace and produces a greater effort at work. They concluded that positive employee experience has been proven to improve employees' general well-being (Barnett & Hyde, 2001; Łaba & Geldenhuys, 2018). They additionally reported that employee experience characteristic according to psychological availability are characterized as "the idea that one has the physical, emotional, or cognitive resources to contribute in one's own personal engagement for a specified period" (Kahn, 1990; as cited in Łaba & Geldenhuys, 2018). Similarly, de Crom and Rothmann (2018) studied the correlation between Demands-Abilities fit, work beliefs, meaningful work, and personal engagement in individuals in nature-based jobs.

They found that employees who experienced work meaningfulness relate to the subjective evaluations of experiences in their life and career, the significance assigned to these experiences in connection to their goals, and the values, beliefs, and personal identity that these experiences generate. They also mentioned that work has a reason for being. Purpose is described as a subjective, desirable end state for one's work behavior, while meaning is defined as the perceived importance of an individual's work

experience. Thus, they identified that employees experiencing work meaningfulness is categorized as the sense that one's physical, cognitive, or emotional energy issues (de Crom & Rothmann, 2018; Kahn & Heaphy, 2013). In addition, the evidence showed that the quality work life hypothesis was related to employee experience using the present study's systematic literature review. Delmas et al. (2018) explained that the characteristics of employee experience are similar to those of quality work life dimensions, which are psychological, physical, social, and cultural. It was critical to recognize that workplace stress has significant consequences for employee's experience, particularly physical, psychological, and emotional consequences (Jia, 2013; Maslach, 2003).

Ramerman (2019) explained that an emphasis on the employee experience represents to a workforce that is intergenerational and culturally varied, as different people need distinct characteristics from their employers. Furthermore, Dannels (2020) conveyed an associated culture, supporting technology and tools, and an appropriate physical environment all contribute to an improved employee experience. They mention that employee experience characteristics inferred to employees' interests, desires, and emotions-in other terms, showing care for employees while they are on the job (Dannels, 2020). The researcher additionally indicated that employee experience is a complicated facets that may be challenging to grasp or identified (Davies, 2008). In recent years, many academics have engaged on the idea of an employee-organization value exchange or employee experience, in which the employee gets practical, financial, and mental/emotional advantages from these exchanges, all of which are combined to form the employee's holistic experience (Ambler & Barrow, 1996; Dannels, 2020; Edwards, 2010).

Employees experiences refer to the organization's support and their subsequent emotional involvement with commitment are shaped by their experiences with corporate activities (Farndale & Kelliher, 2013). They explained that employees of the organization have common experiences with organizational procedures, which are

integrated with social connections (Farndale & Kelliher, 2013). Interestingly, Dannels (2020) claimed that employees who consider attached to their supervisors, colleagues, organization, and wider community have a perception of meaningful work, a sense of task importance, and a sense of being acknowledged and recognized for their profession. As a consequence, successful organizations ensure that managers are trusted and well-trained, and that employees are given an interesting job responsibility, have chances to develop and grow, and work in a pleasant atmosphere. In order to achieve these objectives, a comprehensive approach to employee health, satisfaction, alignment, and engagement is required (Dannels, 2020). Thus, Dannels (2020) identified that employee experience facets are consist of cognitive, emotional, social/cultural, political, financial, and embodied aspects of life. In contrast, Suwarnajote and Mekhum (2020) affirmed that employees' experience of workplace well-being has been influenced by a number of different variables, all of which have either favorably or adversely contributed to the well-being of employees. As a result of their experiences with disparities at work, employees' well-being is negatively affected. Hence, they suggested that the organization may increase positive employee experience through developing four factors of well-being, which are the environment, physical, social, and psychological factors, which result in the organization's higher performance (Suwarnajote & Mekhum, 2020).

As above, it can be determined that employee experience characteristics are able to be categorized into several components depending on different variables and organization perspectives. It is probable that the organization's culture has a responsibility for developing an employee experience that results in an employee experience of perception, commitment, employee satisfaction, and retention (Gemmil, 2003). According to a number of academics have recognized that employee experience characteristics identified as physical, emotional, and cognitive (de Crom & Rothmann, 2018; Plaskoff, 2017).

A variety of researchers endorsed employee experience characteristics consist of psychological, physical, social, and cultural factors (Delmas, O'Reilly, et al., 2018; Jia, 2013). Moreover, some scholars contributed the characteristics of employee experience as cognitive, emotional, social/cultural, political, financial, and embodied aspects of life (Dannels, 2020). Employee experience could be characterized as the environment, physical, social, and psychological factors (Suwarnajote & Mekhum, 2020). According to the study of the literature, it has discovered that only a few pieces of literature have investigated employee experience characteristics, and that the majority of the research has been focused on basic business-related topics. However, there has been no prior study on the characteristics of employee experience among cabin crew members operating for a full-service airline, especially in Thailand, as far as we are acquainted. Therefore, as a result of the present study's literature analysis, it can be established that there are three employee experience components: physical experience, emotional experience, and learning experience. All characteristics will be discussed further as follows:

2.5.4 Employee Experience Characteristics

2.5.4.1 Physical experience

Recently, a number of scholars have investigated and defined the employee experience in a variety of contexts. Nishi (2015) employed an exploratory case study approach. The study aimed to increase knowledge and understanding of aesthetic elements (the production of symbolic objects and actions) impacting the experiences of five senior leaders participating in a leadership development program. They proposed that physical or sensory space refers to the exterior physical environment, which includes the natural environment, the architecture, the decoration, the materials, and so on, which employees may experience during employment. Physical space experience is sometimes referred to as the subjective environment. Physical workspaces and materials are often fall incapable of reaching our perceptual, emotional, and physical requirements as integrated individuals with employee's surroundings. The

physical/sensory environment should be created or chosen to promote learning experience in employees (Nishi, 2015).

Physical experience seems to be a complicated phenomenon to define. Rovere (2017) described physical experience in an organization as the current and surrounding environment where the employee was allocated and experienced work that was referred to as “physical space.” They explained that it is the experience of the physical workspace offered by the organization. Importantly, physical experience in the workplace provided by the organization may have a major effect on the employees’ experience, which can affect their ability to perform their duties and overall satisfaction. For example, it is generally recognized that providing employees with access to natural light is critical to improving their overall well-being and productivity. They inferred that it is the sense that employees perceive their physical environment and whether or not their environment supports them. Moreover, Rovere (2017) contributed Employees’ experiences were significantly influenced by the physical environment in which they employed. Physical space, in relation to the face time sub-insight, refers to a workplace in which employees have access to one another in person to discuss business deliverables while also having quiet space to work on own projects (Rovere, 2017). Dannels (2020) argued that physical experience focuses on appreciating working in a pleasant atmosphere, physical space or working space in which to finish job responsibilities. According to academics, it could be proposed that the employee experience is established and integrated into their workplace environment, and that considering the workplace environment is essential to understanding employees’ experiences inside the organization (Dannels, 2020; Strati, 1999). It is essential for a leader to have the ethical foresight to maintain an employee-friendly physical work environment, which results in employee confidence in the leader (Rasca, 2017).

2.5.4.2 Emotional experience

Since 1930, many studies have been conducted on employee emotional experiences and work satisfaction (Brief & Weiss, 2002). The fact that several

researchers have examined the emotional experiences of frontline employees, academics have expressed a desire to comprehend more regarding the experiences of a broader variety of professions (Brief & Weiss, 2002).

Jia (2013) investigated workplace emotional and communication practices in frontline employees. They believed that a supervisor's nonverbal immediacy affects employee emotional experience in the workplace, the research intends to establish a model for this phenomenon. According to the analysis of the literature review, employees' emotional experiences are defined by their supervisor's emotional support, their engagement in emotional work, and their understanding. As a result of these experiences, employees have a variety of reasons for interacting with their superiors. Additionally, employees' sensitivity to emotional expression is associated with their work-related emotional experiences. Jia (2013) conclude that there are three components of employee emotional experience which are emotional valence, emotional support and emotion work. They defined emotional valence as represents an employee's relative favorable/negative attitude toward a current supervisor. Emotional support defined as the quantity of support that employee receives from a supervisor in order to cope with inconvenient situations. The last component, emotion work defined as the degree to which an employee believes they are required to manage emotions and exhibit emotions in the "right" manner (Jia, 2013).

Singhal and Sud (2018) investigated the impact of gender on job satisfaction, physical and psychological well-being of employees attempting to adjust to a challenging work environment in the Indian private sector. The researcher defined psychological well-being as people in the most fundamental form (e.g., common use equates health with the absence of disease). Importantly, in the medical profession, a person is considered emotionally well-being if they do not suffer from anxiety, depression, or any other kind of emotional symptomatology (Ryff, 1995). Then, Singhal and Sud (2018) proposed the six dimension of employee experiencing psychological well-being at their organization namely, self-acceptance refer to a person who has a

prominent level of self-acceptance is able to recognize various parts of themselves and appreciate their previous experiences, in contrast to individuals who have a low level of self-acceptance and therefore stay usually unhappy with their lives. Personal development: This dimension is concerned with the experience of progressing professionally. A person's perception of motivation and their life objectives are discussed in this component of the personality profile.

People who have a tremendous perception of meaning and purpose realize that their past experiences and current lives have significance. Positive relationships with others: This component discuss the way one interacts with others, empathizes with them, expresses affection, compassion, and understands the fundamentals of human interactions. Environmental mastery is a dimension that describes a person who is able to deal with their surrounding environment. Individuals who have strong environmental mastery may influence external activities, create settings that suit their preferences, and efficiently utilize possibilities given by the environment. The last dimension is autonomy. Autonomy is concerned with the capability to make judgements for oneself. High autonomy employees are self-directed, resistant to negative social influences, demonstrate self-regulation of conduct, and have personal standards for self-appraisal and assessment (Ryff, 1995; Singhal & Sud, 2018).

Additionally, several academics have thoroughly examined the topic of employees' emotional experiences from several perspectives. However, little research in the service and hospitality industries in Thailand has yet been conducted. Rather than that, there has been little peer-reviewed research into the emotional experiences of employees who work in the service industry. Gatta (2000) investigated the approach that restaurant attendants utilize emotion script to manage emotionally challenging career circumstances. The paper aimed to understand and employ emotional balance practice in service employees. They stated that emotional balance is therefore the emotional experience that occurs as a result of daily working activities. The results also identified emotion techniques may be classified into four types of scripts: active/action,

passive/action, active/interpretative, and passive/interpretative. They conclude that emotion experiences may be described in terms of a person could express or contend with during social interaction or working routines (Gatta, 2000). According to Kersten (2007), the emotional experiences of women professionals in their relationships with leaders are a vital facet to comprehension in the field of customer service organizations. They asserted that emotions may either increase or decrease employee career engagement, respect, and trust (Kersten, 2007; Kramer, 1999; Schön & Argyris, 1978).

The research established that emotions experiences are a range of occurrences elicited by environmental triggers (internal or external) that stimulate an individual's attention and impair rational processes and behaviors (Fineman, 2003; as cited in Kersten, 2007). Whereas emotion is the external manifestation of our emotions as a result of social norms that employees have acquired. They mentioned that emotion experiences may retain both positive and negative sensitivity (Fineman, 2003; Kersten, 2007). Then, the research findings demonstrated that when women have unfavorable leader relationships, they experience increased helplessness and despair, severe emotion control, and emotional fatigue. They exhibited more resistance and disengagement from social interactions in the workplace, and they were less able to concentrate on the future professional (Kersten, 2007).

2.5.4.3 Learning experience

Wallace (1998) described learning as a process that allows an individual or organization to expand its range of possible behavior through the use of the processing of information. They are concerned with the information being gained and delivered among employees (Huber, 1991; as cited in Wallace, 1998). Wallace (1998) explained that learning is converting to an "insider" through accumulating tacit or "noncanonical" experience. Moreover, they stated that organizational structures stimulate personal growth in employees, and the individual learning promotes to the organization's transformational change (Wallace, 1998). Moreover, Redling (2010) examined the influence on the self-effectiveness and engagement of the employees in

informal workplace learning experiences feedback, resources and interaction with leaders. A considerable proportion of learning experiences that employees have in their workplaces may be categorized as informal learning, which describes the mechanism through which a transformation in knowledge is accumulated. Informal learning is a concept that is used to distinguish between formal and informal learning. It can be also described activities that take place in a range of contexts and is more adaptable and focused on the learner than formal learning. The organization may foster an atmosphere beneficial to its employees' continued development of learning (Kitching, 2007; as cited in Redling, 2010).

In contrast, formal learning process, learners seem to have little influence over the purpose or methods of instructors (Jacobs & Park, 2009; as cited in Redling, 2010). It is supervised by an instructor or facilitator and follows a planned syllabus and lesson plan, among other things. Despite the fact that the learners continue to perform an active part in the learning process, the determination to learn is produced by the organization or other department, rather than by the individual learner. The research results revealed that the influence of resources available, the connections established with supervisors, and the quantity and kind of feedback employee receives all have an effect on their capacity for learning (Redling, 2010).

Furthermore, Liu and Xiang (2020) analyzed the correlations between coaching behavior, leadership, and employee learning experience. Even though academics have acknowledged the significance of leaders in the facilitation of employee learning, the possible impact that particular behaviors of leaders have in followers' learning outcomes has remained a mystery to researchers. However, employee learning orientation was investigated, which the researchers described as the dedication and desire to enhance individual competence (Gong et al., 2009; Liu & Xiang, 2020). They found that learning orientation, according to research, is advantageous for employees in terms of gaining information and skills, encouraging superior performance, and increasing creativity. They determined that coaching behaviors of leaders may motivate employees to learn by extending beyond their

inherent motivation or particular emotions. As a result, various coaching behaviors of leaders may have distinct effects on learning attitude in various ways (Liu & Xiang, 2020). Similarly, Lyons and Bandura (2020) explore the relationship between coaching manager and employee experience stimulating. The research aimed to explore whether a manager who working in a coaching manner may encourage employees to adopt a learning-oriented perspective. They stated that managers who employ as coaches may use basic approaches to encourage employees in learning and changing their behaviors both informally and officially. They found that the following topics: management intention and decision, use of performance evaluation as an entrée and stimulant, promotion of employee engagement, the importance of having a growth mindset, and the ability to regulate employee learning and development.

All of these things seek to clarify the scene for manager-coach planning and implementation. Subsequently, the coaching manager may assist the employee in concentrating on areas where learning and development are required, for instance: consider employee feedback as one of many high-reward activities to maintain and enhance knowledge, use demonstrations or other methods to help employees in applying abilities in innovative and efficient ways. In addition to providing an explanation and specifics on considering increases in learning, problem-solving ability, and other similar abilities are linked to the consideration of progression and promotion.(Lyons & Bandura, 2020).

In accordance with research conducted in the service industry, employees who demonstrated a high degree of learning orientation may provide better service quality than other groups, such as goal-oriented personnel (Yee et al., 2013). A learning goal orientation shows the ambition to further one's own development via the acquisition of new abilities, mastery of new circumstances, and learning from new experiences, among other things. As a result, employees who are receptive to learning tend to enhance the competence of their tasks. Moreover, since learning-oriented service employees have a natural trend to increase their competence, they will achieve or even surpass their job requirements as well as the organization's objectives in service

delivery, resulting in improved service quality overall. In Addition, learning-oriented employees perceive service delivery as a challenging assignment due to the extensive scope and unexpectedness of customer expectations. In fact, the researcher also stated that transformational leadership and organizational engagement have a positive impact on learning goal orientation among service employees, according to research. (Yee et al., 2013).

In addition, with a focus on the service and hospitality industries, Yoopetch, (2017) studied the effect of creativity and learning on satisfaction of airline employees in Thailand. The study aimed to understand the significance of employee learning and innovation on job satisfaction the importance of employee learning and innovation on job satisfaction due to employees that are competent and qualified are anticipated to deliver superior services to their customers. Employees who have a learning goal orientation are those who eager to learn new competencies, get useful skills, and develop experience from their work.

Formal and informal learning are two categories of employee learning, according to study results from various academics (Jacobs & Park, 2009; Kitching, 2007; Redling, 2010), who defined them as follows:

- 1) Formal learning involves the acquisition of technical information as well as the development of problem-solving abilities.
- 2) Informal learning refers to the practical competence gained via information exchange and on-the-job experiences.

According to the research findings, employees with learning-oriented may demonstrate three characteristics: open-mindedness, a dedication to learning, and a common vision of the organization. The researcher concluded that employee learning had a beneficial connection with overall job satisfaction. Furthermore, employee creativity was shown to have a statistically significant positive connection with work satisfaction. It can be explained that employees who are able to exhibit innovative ideas may benefit them from learning knowledge as well as experience less work-related stress, resulting in increased job satisfaction (Yoopetch, 2017). Additionally, Narayanan

and Narayanan and Rajaratnam (2019) investigated the relationship between leadership style, organizational learning, and service quality performance improvement in the context of Malaysian hotel companies. A number of academics have recognized the presence of a related connection between organizational learning and leadership (Aragon-Correa et al., 2007; Narayanan & Rajaratnam, 2019; Yukl, 2010), which they found throughout their investigation. They emphasized on a transformational leadership that shared vision, inspires followers to achieve that goal, changes processes to align with their vision, and then coaches followers to take on more responsibility for their own learning and success. The leaders may establish transformational leadership qualities in order to accelerate employee learning through intellectual stimulation, inspiring motivation, and self-confidence. Understandably, the learning process of employee is developed by leaders in guiding and directing learning, promote a learning environment, provide support, and serve as a role model.

Accordingly, the researcher finally proposed the learning process is the foundation for measuring an individual's learning process is composed of five separate aspects on learning, which are often referred to as the biological aspect, the learning aspect, the cognitive aspect, the sociocultural aspect, and the psychodynamic aspect. (Narayanan & Rajaratnam, 2019). Similarly, it was hypothesized earlier that the fundamental ideas of organizational learning take the form of psychological concepts. Individuals are subjected to behavioral as operatives for organizational learning (DeFilippi & Ornstein, 2005; as cited in Narayanan & Rajaratnam, 2019). Also, Narayanan and Rajaratnam (2019) highlighted that managerial leadership has an effect on the development of organizational learning.

Table 2.4 Summarization of Cabin Crew Experience Characteristics from literature review

		Physical	Emotional	Learning
1	Leonardo A. Medrano and Mario A. Trógolo 2018		✓	
2	Hansika Singhal and Brinda Sud 2018	✓	✓	✓
3	Fawad Asif and Uzma Javed and Saquib Yusaf Janjua 2018		✓	
4	Gholamhossein Ghassabkar and Seyed Ahmad Mirjafari 2018	✓		✓
5	Safiah Rohaizah Mazlan, Shamsul Bahri Md Tamrin, Ng Yee Guan, Vivien How, Rozanah Ab Rahman, Johari Basri, Haroun Zerguine, Dayana Hazwani Mohd Suadi Nata, Ardalan Shariat 2018	✓	✓	
6	Reza Hashempour, Hasan Hosseinpour Ghahremanlou, Sina Etemadi, and Mohsen Poursadeghiyan 2018	✓		✓
7	Vicente Pecino, Miguel A'ngel Mañas-Rodri'guez, Pedro Antonio Di'az-Fu'nez, Jose'M. Aguilar-Parra, David Padilla-Go'ngora, and Remedios Lo'pez-Liria 2018		✓	
8	Isaac Rahimian Boogar, Siavash Talepasand, And Behnam Barati Mashhadi 2018	✓	✓	
9	Philippe Delmas, Louise O'Reilly, Chantal Cara, Sylvain Brousseau, Jean Weidmann, Delphine Roulet-Schwab, Isabelle Ledoux, Jérôme Pasquier, Matteo Antonini and Tanja Bellier-Teichmann 2018	✓	✓	
10	Maria Christina Meyers, Byron G. Adams, Lusanda Sekaja, Carmen Buzea, Ana-Maria Cazan, Mihaela Gotea, Delia Stefene and Marianne van Woerkom 2019		✓	
11	Blanka Jirkovská and Hana Janečková 2019	✓	✓	
12	Małgorzata W. Kożusznik, Jose' M. Peiro, and Aida Soriano 2019		✓	
13	Eugine T. Maziriri, Tinashe Chuchu and Nkosivile W. Madinga 2019	✓	✓	✓
14	Aini Maznina A. Manaf, Tengku Siti Aisha Tengku Mohd Azman Shariffadeen, Mazni Buyong, Syed Arabi Idid 2019	✓	✓	
15	Minoo Sharbafshaaer 2019	✓	✓	✓

		Physical	Emotional	Learning
16	Ana B. Radulovic, Geoff Thomas, Olga Epitropak and Alison Legood 2019		✓	
17	Sophie H. Janicke-Bowles, Diana Rieger and Winston Connor III 2019	✓	✓	
18	Kazi Nur Hossain, Muhammad Alamgir Hossain and Lisa Paul and Rumana Ferdousi Siddique 2019	✓	✓	
19	Ana-Maria Cazan, Camelia Truță & Mariela Pavalache-Ilie 2019	✓	✓	✓
20	Adepeju Ogungbamila and Janet Tolulope Olaseni 2019	✓	✓	
21	Shahab, Hina Fatima, Afsheen Ali, and Muhammad Hasnain 2019	✓		✓
22	Daniel Chukwuemeka Ogbuabor and Ijeoma Lewechi Okoronkwo 2019	✓		
23	Leander L. Klein, Breno A. D. Pereira And Breno A. D. Pereira 2019	✓	✓	✓
24	Lauren L. Schmitz, Courtney L. Mcduney, Amandasonnega and Margaret T. Hicken 2019	✓		✓
25	Evan Brand, Thomas Körner, Silvia Perrenoud and Federica Pintaldi 2019	✓		✓
26	Therese Hellman, Fredrik Molin and Magnus Svartengren 2019	✓		
27	John Ramerman 2019	✓	✓	
28	Santiago Gascón, Bárbara Masluk, Jesús Montero-Marin, Michael P. Leiter, Paola Herrera and Agustín Albesa 2019	✓	✓	
29	Napasri Suwarnajote, and Witthaya Mekhum 2020	✓	✓	
30	Isabel B. Pfister, Nicola Jacobshagen, Wolfgang Kälin, Désirée Stocker, Laurenz L. Meier and Norbert K. Semmer 2020		✓	
31	He Ding, Enhai Yu and Yanbin Li 2020	✓	✓	✓
32	Bui Thi Hong Thai, Nguyen Thi Nhu Trang and Tran Thi Minh Duc 2020		✓	
33	Ilevbare Femi Monday & Idemudia Erhabor Sunday 2020	✓	✓	✓
34	Ágnes Zana, Adrienne Kegye, Edit Czeglédi and Katalin Hegedús 2020	✓	✓	
35	Naziatul Aziah Binti Mohd Radzi, Hasif Rafidee Bin Hasbollah, Normaizatul Akma Binti Saidi, Hazyati Hashim, Ahmad Fahme Bin Mohd Ali 2020	✓	✓	✓
36	Merly K. Kosenkranius, Floor A. Rink, Jessica de Bloom and Machteld van den Heuve 2020	✓	✓	

		Physical	Emotional	Learning
37	Tallie Casucci; Amy B. Locke; Autumn Henson; Fares Qeadan 2020	✓	✓	
38	Christine Janse van, Rensburg Sebastiaan (Jan), Rothmann 2020		✓	
39	Noor Hidayah Jaafa, Irniza Rasdi, Nur Jamima Mohama, Azlan Darus, Harun Bakar 2020	✓	✓	
40	Mohammed A. Al-Maskari, Jonas U. Dupo, Nasser K. Al-Sulaimi 2020	✓	✓	
41	Bashiru Akande Bello, Fareed Folawiyo Adeyemi, Patrick Ologbenla And Taofeek Owolabi Lawal 2020	✓	✓	✓
42	Reza Yeganeh, Nastouh Khanjani Fashkhami, Zabiolah Damiri, Mehrdad Kamrani, Ali Asghar Khajevandi and Seyed Hojat Mousavi Kordmiri 2020	✓	✓	
43	Mohammad Javad Akbarian Bafghi; Ph.D., Zahra Zare; M.Sc., Narges Rahimi; B.Sc 2020	✓	✓	
44	Patcharee Komjakraphanl, Kurumi Tsuruta ,Tamayo Hasagawa, Toshihiko Yanagita, Amy Hombu ,Piyanuch Jitanoon And Karnsunaphat Balthip 2020	✓	✓	
45	Diana, Anis Eliyana, Alvin Permana Emur, Ahmad Rizki Sridadi 2020	✓		✓
46	Pimpa Cheewaparakobkit, Asia-Pacific International University, Thailand Busabong Chulapetch, Mission Hospital, Bangkok, Thailand 2020	✓		
47	Laura P. Dannels 2020	✓	✓	
48	Didem Yildiz, Gul Tekin Temur, Ahmet Beskese and Faik Tunc Bozbura 2020	✓		✓

In summary, the aspects of cabin crew experience based on employee experience theories and ideas literature analysis could be identified as follows: physical experience, emotional experience, and learning experience.

2.6 Concepts and Theories of Employee Engagement

Employee engagement has been the subject of a significant number of studies that have been published in the broader literature. According to a considerable number

of academics, the term “Employee Engagement” has gained substantial momentum in business organizations during the last two decades (Ibongia, 2018; Shuck et al., 2011; Wiedemann, 2016). Employee engagement, according to some experts, is a critical element of an employee’s performance (Hartberg, 2018; J, 2014).

Previous studies have shown that Kahn (1990) is generally recognized for applying and using engagement theory in the workplace for the first time in their paper “Psychological Conditions of Personal Engagement and Disengagement at Work” published in the *Academy of Management Journal* (Shuck et al., 2011). They indicated that engagement describe as “the simultaneous employment and expression of a person’s ‘preferred self in task behaviors that promote connections to work and to others, personal presence, and active full role performances” (Kahn, 1990; as cited in Shuck et al., 2011). Shuck et al. (2011) further mentioned that the circumstances of meaningfulness, safety, and availability were critical in completely comprehending the way to generate employee work engagement. Similarly, Bethencourt (2012) stated that Kahn (1990) was the conceptual inventor of the term engagement in regard to the workplace. The general understanding of engagement has considerably changed, with the overwhelming majority of current ideas focusing on engagement as a state that is more long-term and less task-specific (Bethencourt, 2012; Kahn, 1990). Moreover, several academics found that Kahn’s definition emphasized the relationship between engagement and career performance, as well as the concepts of human agency and the agentic self (Abbott, 2017; Cole et al., 2012). However, Abbott (2017) revealed that employee engagement was first described by Maslach, Jackson, and Leiter (1996) as an energized condition in which employees are both devoted to superior performance and competent in their particular abilities. According to Kahn (1990) as cited in Garza (2018), when employees experience meaning in their professions, it affects their degree of engagement at work.

Garza (2018) contributed that engagement may influence through employee experience of emotional safety and resources that are both personal and work-related

are commonly accessible (Garza, 2018; Kahn, 1990). Furthermore, Hartberg (2018) explored the way to generate a theoretical definition of employee engagement that was specific to frontline retail workers. They explained that personalized engagement, according to Kahn (1990), is described as the application of one's chosen attributes in the workplace, which results in improvement behaviors such as creativity, motivation, personal relationships, and ethical behavior (Hartberg, 2018).

Besides, the social exchange theory is also a theory of employee engagement that has been developed in the previous, which is crucial to highlight. Abbott (2017) found that employees' commitment and connection to the organization are the primary emphasis of the ideology. It can be concluded that when an employee develops connections with others, the exchange of socio-emotional advantages occurs as a result of the social exchange interactions (Cropanzano et al., 2003). Consequently, employees may perform beyond and have more positive organizational perspectives, which contributes to the organization achievement (Abbott, 2017). Moreover, Garza (2018) stated that the social exchange theory is concentrated on the relationship, or social exchange, that leaders have with their team members. They presented that in the event that followers are decent performers or have a positive relationship with a leader, they may be granted access to more knowledge or resources than the rest of the group (Garza, 2018; Liao et al., 2017). As a result, employees may increase job performance as well as put an extra effort beyond their job responsibility (Cropanzano & Mitchell, 2005; Garza, 2018; Liao et al., 2017). Boyd (2020) stated that Saks (2006) expanded the social exchange theory from Homans (1959) by demonstrating that employee engagement happens when managers and employees have a two-way interaction. They found that, in terms of employee engagement, the social exchange theory is a comprehensive method that managers are capable of employing (Boyd, 2020; Kamau, 2016; Saks, 2006). They also asserted that vigor, dedication, and absorption are three of the basic principles of the social exchange theory (Agarwal et al., 2012; Boyd, 2020).

Recently years, several authors have driven the further development of the engagement topic. They considered that there are the similarities between employee engagement and work engagement.

Bakker and Leiter (2010) assessed the integration and future research on work engagement. They found that the definitions of work engagement in business and academic contexts are a reference for conceiving the techniques that would be used to evaluate employee engagement (Bakker & Leiter, 2010; Rittenhouse, 2017). Moreover, Schaufeli (2013) mentioned that when it comes to employee engagement and work engagement, the terms are often used synonymously. They concluded that work engagement relates to the employee's connection with their career, while employee engagement may also refer to the employee's relationship with the company (Schaufeli, 2013). Likewise, Robertson (2019) explored the term employee engagement. They found that Kahn 1990 first developed the concept of employee engagement, it was an investigation into the psychological significance of employees' work and the connection that existed between the company and its employees. They stated that in the literature, engagement is characterized in a number of different aspects. They similarly discovered that when referring to employee engagement, the terms "work engagement" and "employee engagement" have been used interchangeably in the literature, with work engagement referring to the employee's correlation with their work and employee engagement referring to the employee's association with the company (Bakker & Leiter, 2010; Robertson, 2019). Thus, Robertson (2019) conclude that work engagement is a component of employee engagement.

Otherwise, Guest (2014) explained that instead of a behavioral model of employee engagement, which Kahn suggested in 1990, a team headed by Schaufeli at Utrecht University created an attitudinal construct of work engagement based on the job demands - known as the resource's mode - in Europe. They identified work engagement as "A positive, fulfilling work-related state of mind that is characterized by vigor, dedication and absorption." It is emphasize that there is a significant number of

similarities with Kahn's definition, especially in terms of the concept of "resilience" (Guest, 2014). Rittenhouse (2017) explored the topic of employee engagement between two groups of employees which are teleworkers and non-teleworkers. They revealed that employee engagement is a positive view of reality in a work-related environment that is characterized by dedication, absorption, and vigor, and again it is recognized as work engagement (Rittenhouse, 2017).

In addition, Daisuke and Hidenori (2020) explored the term employee engagement and work engagement. They asserted that the frequently used terms differed by field. The studies originated from various fields, many studies utilized the terms "work engagement" and "employee engagement" similarly. They further demonstrated that no difference was drawn in research between work engagement and employee engagement. This revealed that the majority of studies does not make a clear distinction between work engagement and employee engagement (Daisuke & Hidenori, 2020). As previously discussed in the literature, it can be inferred that employee engagement and work engagement are comparable. For all those reasons, the term "employee engagement" has been selected to illustrate the level of engagement among cabin crew in their work responsibilities and organizational as a consequence of this study's findings.

Thus, this study will employ the social exchange theory developed by Agarwal et al (2012) to investigate cabin crew engagement. Similar to the present research approach, the social exchange theory addressed the connection between organizational leadership and employee engagement. Moreover, employee engagement, according to the literature study, encompasses both work and employee engagement. The theory will be applied to the concept and characteristics of employee engagement, as well as their implementation. However, the significance of employee experience as a mediator will be examined as well.

2.6.1 Overview of Employee Engagement Characteristics

In the past several decades, employee engagement has played an essential role in organization productivity and performance (Amah, 2018). A considerable number of academics have included leaders' behaviors and the organizational environment they established, result in employees' experiences, as well as interpersonal connections inside the organization, are all factors that affect employee engagement (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). According to Amah (2018), it is leadership's responsibility to establish an organizational environment in which employees may form relationships and perform job responsibilities efficiently.

Likewise, it was determined that the manager's leadership style is the significant element in determining employee engagement since other variables are either directly or indirectly influenced by the manager's leadership style (Amah, 2018; Kruse, 2012).

Amah (2018) examined the influence of several leadership styles on employee engagement, employee voice, and perceptions of organizational support, as well as which leadership style had the most influence on employee engagement in Nigeria. The researcher found that employee voice and perceptions of organizational support were shown to be crucial factors whereby leadership styles may influence both employee satisfaction and engagement. Importantly, they emphasized that employee engagement is positively influenced by servant leadership. The findings revealed that employee engagement identified as a result of positive employment interactions, which is influenced by the actions of leaders in the organization. They also proposed that employee engagement may be characterized as the process in which employees contribute themselves to their provided job responsibilities, and it is represented in their vigor, dedication, and absorption in their job responsibilities (Amah, 2018; Schaufeli et al., 2002). Moreover, Aiqin et al. (2018) investigated the impact of proactive personality on employees' levels of job engagement and altruism, as well as the mediating influence of team-level autonomy on these outcomes. The information was gathered from 464

nurses and their supervisors working in 75 teams across four hospitals in Shandong, China. According to the findings, employees' proactive personalities are positively associated to their level of job engagement and altruism. They pointed out that team autonomy strengthens the correlation between proactive personality and employee engagement. The researcher identified employee work engagement as a positive and satisfying mental state associated with employment, characterized by vigor, dedication, and absorption (Aiqin et al., 2018; Wilmar B Schaufeli et al., 2006). Additionally, numerous academics have characterized employee engagement as a combination of vigor, dedication, and absorption (Aiqin et al., 2018; Wilmar B Schaufeli et al., 2006; Schaufeli et al., 2002).

Identically, Jianwu and Rong (2018) explored the correlations between organizational representation and mediated relationships between perceived organizational support and work engagement of temporary employees, and between organizational representation and work engagement. The results revealed that temporary employees may establish a relationship to their companies by demonstrating a prominent level of organizational engagement, even if they are hired through agencies rather than directly from the businesses. Employees that have a strong organizational identity absorb workplace values, which results in positive job performance. Focusing on the factor of employee engagement, the findings discovered that employee engagement is a pleasant, satisfying mindset associated with work that is characterized by vigor, dedication, and absorption (Jianwu & Rong, 2018; Schaufeli et al., 2002). Also, Tuckey et al. (2018) investigated the employee states of mindfulness and engagement in order to generate a comprehensive description of their positive connections throughout the working day. The researchers speculated that employee engagement is an essential component of considering it as a state of mind associated with employment that is both decent and satisfying, which has a variety of beneficial implications for both individual employees and organizations. Similar to several previous researchers, Similar to previous studies, Tuckey et al. (2018) supported that employee engagement represents the degree to which employees believe their job is exciting and energizing (vigor),

important and significant (dedication), and captivating and intriguing (absorption). The research findings showed that becoming more mindful at work may not be sufficient to experience an improvement in job engagement from the middle of the workday to the conclusion of the day (Tuckey et al., 2018). Otherwise, Wang and Ki (2018) examined the relationship between member satisfaction and perceived organizational support and members' attitudes toward and participation with professional associations. They opposed with the concept that employee engagement is characterized by vigor, dedication, and absorption.

Conversely, they asserted that the characteristics of employee engagement may specified as volunteering and donation behavior.

They explained that volunteering behavior was assessed utilizing three items: "providing mentoring, coaching, or tutoring for members and students within their association," "serving on the board for a local chapter or section," and "serving on a committee for a local chapter or section" (Olson, 1965; as cited in Wang & Ki, 2018). When employees are engaged, they volunteer their time to the organization if the duties are aligned to their motivations for attending the association (Hager, 2014). They further indicated that donating behavior may be affected by a desire to avoid criticism or to gain social recognition (Becker, 1974; as cited in Wang & Ki, 2018).

In the following years, Pérez-Fuentes et al. (2019) explored the mediating role of perceived stress in the effect that self-efficacy has on engagement in nurses. They explained that engagement as a concept has received a great deal of attention since it has been linked to a variety of beneficial outcomes for both employees and companies. They revealed that organizational commitment or engagement, described as "a positive, fulfilling, work-related state of mind that is categorized by vigor, dedication and absorption" (as cited in Pérez-Fuentes et al., 2019; Schaufeli et al., 2002). Likewise, Cenkci and Otken (2019) studied the relationships between employee dissent and work engagement with the moderating role of employee perceptions of distributive justice in Turkey. Employee dissent and work engagement were shown to be associated with each

other in partial, according to the findings. As stated by the researcher, workplace engagement may be divided into three categories: vigor (having elevated levels of energy and mental resilience on the job), commitment (being deeply engaged in work), and absorption (being completely focused on and absorbed by work). absorbed completely in one's job. According to the result, employee positive and productive upward dissent is significantly associated to all three aspects of workplace engagement (enthusiasm, absorption, and vigor) (Cenkci & Otken, 2019).

Consistently, Watanab (2020) researched the influence of transformational leadership on employee engagement among Agile professionals in the United States of America. Again, the literature review showed that employee engagement is defined as the degree of employee commitment to an organization as assessed by their level of vigor, dedication, and absorption in the company's objectives (Wilmar B. Schaufeli et al., 2006; as cited in Watanabe, 2020).

According to the findings, only certain transformational leadership components of "demonstrating creativity" and "developing others" were predicted as 'vigor,' 'dedication,' and 'absorption', which are the elements of employee engagement levels (Watanabe, 2020). In addition, Dede et al. (2020) studied the impact of ethical leadership on work engagement and the characteristics of engagement of employee who working for humanitarian aid organizations in Turkey. It was reported in literature that employee engagement involves with a pleasant, contented state of mind that is characterized by vigor, dedication, and total absorption in the work environment (Dede et al., 2020; Schaufeli et al., 2002). They found that engagement at work, as well as its three aspects of vigor; dedication; and absorption are all significantly influenced by ethical leadership practices (Dede et al., 2020). In comparison, McGonegal (2020) studied employee engagement for the period of organizational changes to reduce employee turnover in retail organization. Interestingly, they advocated that at present time, employee engagement includes effective communication, management trust, employee recognition, and a positive work environment, among other factors (McGonegal, 2020).

However, in the service and hospitality industry, a number of authors have reviewed the topic of employee engagement in several contexts recently (Presbitero, 2017; Rigg et al., 2013; Turksoy & Tutuncu, 2021). Presbitero (2017) explored the developments in human resource management methods influence and impact employee engagement in the Philippines hotel company. The researchers found that enriching HRM processes, especially those related to incentive management, training, and development, may enhance hotel employee engagement. Therefore, in the hotel and tourism sectors, significant levels of employee engagement are critical since they may stimulate individual success, which sequentially may enhance the overall accomplishment of the business. In this case, the researchers may advocate that employee engagement characterized as vigor, dedication and absorption. It can be said that when employees believe that they are appreciated and taken part by their employer, it results in major levels of dedication, vigor, and absorption into their job (Presbitero, 2017).

Moreover, Slåtten, Lien, and Svenkerud (2019) explored employee perceptions of their internal market-oriented culture, as well as attrition rates, engagement levels, and service quality, all contribute to the prominence of organizational attraction. For this, the study sought to decrease the turnover rates of frontline employees while also positively engaging them and enhancing the quality of services they provide. When employees view their business as a pleasant place to work, this has a positive influence on the organization's engagement, which is reflected in their commitment, engrossment, and mental strength while doing their job's responsibilities. The research result again affirmed that vigor, dedication, and absorption are the three characteristics that establish engagement (Slåtten, Lien, & Svenkerud, 2019). Similarly, Crase (2020) examined the relationship between employee-perceived levels of leaders' emotional intelligence behaviors and levels of employee-perceived self-engagement. Survey data was collected from employees who are now or have been working in the airline service industry through social media. The findings demonstrated that there is a significant connection between employee engagement and emotional intelligence. Leaders that have a critical

level of employee engagement have a positive influence on their employees' willingness to work. Yet again, one critical finding from the literature review was that employee engagement encompasses a set of attributes, i.e., vigor, dedication, and absorption (Cruse, 2020).

According to the findings of the current study's literature analysis, several papers have proposed employee engagement characteristics based on the Schaufeli et al. (2006) concept, which includes vigor, dedication, and absorption, while others focus exclusively on employee engagement in unique characteristics and in various aspects. In professional service firms, engaged employees are devoted to work, their customers, and their profession (Yalabik et al., 2015). They explained that employees' performance and extra-role conduct are significantly improved as a result of their increased employee engagement (Yalabik et al., 2015). Arfat et al. (2017) examined transactional and transformational leadership styles and their effects on job engagement levels among employees of private and public sector banks in Pakistan. Business leaders may aim to strengthen employee engagement for more contributions.

Thus, it was reported in literature that energetic, motivated employees who are engaged at work are more likely to be successful personally and professionally, which results in increased organization performance. Ou et al. (2018) explored the relationship between constructive controversy and creative process engagement of employee with the positive conflict value, cognitive flexibility, and psychological safety as a mediator role in development division of a large high-technology company located in Southern China. The research emphasis on the research and development department because of its innovation orientation, which makes it an ideal setting for researching the occurrences of creative process involvement. Similar to service orientation which recognizing that a strong service orientation may enhance businesses and countries' competitiveness (Janssen & Castaldi, 2018). The argument concerning the way to develop innovation policies for services is more important than ever before, given the growing interest among innovation researchers in the field of services (Janssen &

Castaldi, 2018). Ou et al. (2018) suggested that when employees engage, they may generate creative ideas which present the components of problem identification, information searching, and idea generation (Ou et al., 2018). Moreover, Arfat et al. (2018) examined the impact of organizational injustice, politics, and workplace ostracism on job engagement with a mediator role of abusive supervisors among public sector workers, especially in Pakistan. The literature review showed that organizations, human resources managers, organization leaders, organizational consultants, policy creators, and other stakeholders have identified work engagement as a crucial component in their organization planning (Arfat et al., 2017; Arfat et al., 2018). Particularly, in the present era, several companies and employers are more concerned with recruiting and maintaining motivated or engaged employees for the reason that they may be capable of increasing personal and organizational productivity and accomplishing. They argued that engaged employees may contribute innovative solutions, which can then be used to encourage colleagues to perform more effectively and, ultimately, to increase customer satisfaction and organization performance (Arfat et al., 2018). Tanskanen et al. (2019) studied the correlations between managerial coaching and leader-member exchange style on employee work engagement and work performance.

The literature analysis demonstrated that there is a relationship between leaders support and employee work performance through the role of employee work engagement. The results revealed that managerial coaching was significantly influence employee engagement and organization performance (Tanskanen et al., 2019). Furthermore, several academics mentioned that positive relationships between employees and leaders motivate them to go further than the responsibilities specified in their job descriptions (Breevaart et al., 2015; Hapsari et al., 2019; Janssen & Van Yperen, 2004) and as a result, employees who have good relationships are more likely to exhibit exceptional job performance, particularly creative work behavior (Hapsari et al., 2019; Janssen & Van Yperen, 2004).

Furthermore, a sequence of recent studies has indicated that employee engagement is critical to enhance organizational effective performance (Bhatt, 2020;

Concepcion, 2020). Surprise (2018) explained that employee engagement has been characterized in a variety of approaches across the literature, from measurable performance indicators (e.g., performance evaluations, task achievement rates) to emotional states or mindsets (e.g., devotion, participation, connection) (Suprise, 2018). Concepcion (2020) explained that employee engagement originally referred to an employee's ability to be fully present at work, which has an impact on the amount of effort that they may devote to their job. As has been previously reported in the literature, employee engagement is a contentious issue in the academic and business communities since it is the primary reason for company performance and competitiveness (Concepcion, 2020). According to Bhatt (2020), Organizations may engage their employees with the aim of attain high performance and intangible work that requires rapidity, creativity, and flexibility. It is via the provision of engagement, loyalty, and autonomy that employees may reach the degrees of self-actualization and self-realization that the provision of quality to accomplish (Bhatt, 2020; Martel, 2003). As a result, from literature analysis, they concluded that engaged employees may be eager to learn new things and attribute innovative ideas which promote organization performance (Bhatt, 2020).

In addition, employee engagement has a significant effect on the organization's performance (Basuki et al., 2020). The literature revealed that companies that have a higher level of engagement with their employees have higher levels of productivity and profitability, as well as higher levels of customer satisfaction, demonstrating that employee engagement is a considered influential element (Basuki et al., 2020; Jha et al., 2017). Mejalli (2020) contributed that employee engagement is centered on leveraging employees' experience and ideas to enhance services and foster workplace innovation (Mejalli, 2020).

Additionally, drawing attention to the airline industry, previous research has as well shown that a high degree of employee engagement is associated with increased job performance, increased organizational commitment, less absenteeism, and a reduced turnover rate (Chen & Chen, 2012). The researcher explored the sequences of burnout

and work engagement among Taiwanese cabin crew. Chen and Chen (2012) revealed that cabin crew engagement may measure through vigor, dedication, and absorption. Notably, the findings established that sufficient possibility for development and social support are required to increase cabin crew engagement and result in enhanced job performance. They suggested that cabin crew seem to concentrate on service duties more when they experience physical and psychological health providing from the airline such as social support and career development for cabin crew, offering psychological healing courses and mental health professional consulting services (Chen & Chen, 2012). Similarly, Yeh (2012) found that engaged cabin crew may illustrate organization loyalty, vigor, dedication, absorption and also high-quality services (Yeh, 2012). Moreover, several researchers mentioned that when organizations promote a culture of cabin crew high-quality service performance through management initiatives, the positive connection between work engagement and service behavior is enhanced (Cheng et al., 2018; Salanova, 2005). Thus, Cheng et al. (2018) contended that cabin crew with an essential level of psychological resources are more engaged in their jobs and demonstrate superior service performance. They conclude that engaged cabin crew may demonstrate the enhancement of working behavior through vigor, dedication, absorption (Cheng et al., 2018), and service performance (Cheng et al., 2018; Yeh, 2009).

Then, Jitklongsub (2019) studied the correlations between business ethics, organizational culture, employee engagement and job performance among flight attendants in Thailand. Dissimilarly, the result of literature showed that employee engagement categorized as trust and accept the organization's goal and values, need to retain membership, a readiness to use an effort to work for the organization, to protect the organization's image and prestige as well as proud to be involved in the organization. Nevertheless, the research result verified that the cabin crew's career performance was influenced by their level of engagement (Jitklongsub, 2019).

Emphasizing primarily on the subject of employee engagement in Thailand. It can be stated that job satisfaction and employee engagement are vital to the success of an organization (Sawasdee et al., 2020; Tarasawatpipat & Mekhum, 2020; Tepayakul &

Rinthaisong, 2018). Tepayakul and Rinthaisong (2018) analyzed the relationship between job satisfaction and employee engagement with human resources (HR) staff at Thailand's private higher education institutions (PHEIs). The finding showed that there is a positive direct effect of job satisfaction on employee engagement. The researcher expressed employee engagement is defined as a developing form of employment in which an employee's behaviors, emotions, and beliefs are oriented toward the organization's specific goals. According to the finding, supervisors may apply elements of behavioral skills to foster highly engaged behavior in employees. Supervisors be required to establish an interesting work environment in order for employees to be fully engaged in their jobs. Later, the researchers identified the characteristics of employee engagement as aligning effort with strategy, empowerment, teamwork and collaboration, growth and development, and support and recognition (Tepayakul & Rinthaisong, 2018). Moreover, Sawasdee et al. (2020) studied the connections between passionate demands, supervisor support, and training opportunities on work engagement amongst employees in pharmaceutical companies in Thailand. The research has supported the corroborating evidence on the function of a co-worker, as well as supervisor assistance and emotional support, in influencing employees' levels of job engagement and productivity. The findings revealed that all three elements have a substantial effect on employee engagement at their workplaces.

In contrast to prior academics, the researchers proposed different components of employee engagement, which included vigor and dedication as well as absorption (Sawasdee et al., 2020; Wilmar B Schaufeli et al., 2006).

In summary, as a result of the current literature review, the majority of early research has focused on employee engagement; consequently, the current study establishes a particular emphasis on cabin crew engagement. Significantly, this study integrated the characteristics of employee engagement identified by Wilmar B. Schaufeli et al. (2006), that is, vigor, dedication, and absorption. Nonetheless, increased

job performance was regarded as an essential component throughout the literature analysis, all of which could be deliberated in greater detail in the following section.

2.6.2 Definition and Characteristics of Employee Engagement

According to the findings of the current literature review, a large body of knowledge has accumulated on the subject of employee engagement over time. Several studies suggested that employee engagement was measured through vigor, dedication and absorption (Wilmar B Schaufeli et al., 2006; Schaufeli et al., 2002). Some researchers established that employee who are extremely engaged may demonstrate certain characteristics (Fountain, 2018; W.B.Schaufeli & A.B.Bakker, 2003). However, some academics have driven the further development of employee engagement topic. They proposed that increasing performance is also a component assessment of employee engagement (Concepcion, 2020; Surprise, 2018).

2.6.2.1 Vigor

Fountain (2018) explained that employee who has vigor shows considerable levels of energy and intellectual resilience while performing their job responsibilities. Smith (2018) explored the correlations between executive coaching and employee engagement. They found that employee engagement is a positive attitude of fulfilment with one's job shown by one's vigor, dedication, and absorption (Wilmar B Schaufeli et al., 2006). They mentioned that vigor may be defined as the amount of energy one continuously devotes to their job (Smith, 2018). They defined that employee who perform accurately on vigor have a significant amount of "energy, zest, and stamina" during at work (Schaufeli, 2004; Smith, 2018).

"Those who score low on vigor have less energy, zest and stamina as far as their work is concerned" (Schaufeli, 2004; Smith, 2018). From a behavioral analytics approach, the vigor or energy of an employee may also be referred to "a matter of managing contingencies through the behavioral systems that include operational and managerial processes" (Ludwig & Frazier, 2012; Smith, 2018). Likewise, Mejalli (2020) found that when working, vigor is shown as a consistent level of high energy and

stamina throughout the day (Mejalli, 2020; W. Schaufeli & A. B. Bakker, 2003). Furthermore, Ferrell (2020) studied the topic of employee engagement. They discovered that vigor is again defined as a high degree of desire to put in energy and stamina into one's job (Ferrell, 2020; W. Schaufeli et al., 2006). In addition, according to the theory of vigor, it has a beneficial impact on the individual and is defined by high levels of positive energy and resilience to persist notwithstanding challenges experienced while doing job-related activities (Ferrell, 2020; Schaufeli et al., 2002).

2.6.2.2 Dedication

Fountain (2018) stated that when employee is characterized as dedicated, it implies that they are passionate and genuinely engaged in their job. Also, some researchers inferred that dedication is the degree to which a person is invested in their job to the point of experiencing pride, enthusiasm, and importance (Smith, 2018). They stated that employees that possess a high level of dedication perceive their jobs as "meaningful, inspiring, and challenging" (Schaufeli, 2004; Smith, 2018) and, enabling them to get intimately engaged with the job (Smith, 2018). Similarly, Smith (2018) revealed that employees who will be dedicated to their job also feel pride and enthusiasm; therefore, they do not acknowledge with their work since they do not believe it to be "meaningful, inspiring, or challenging" (Schaufeli, 2004; Smith, 2018). Likewise, employees who place emphasis on the dedication construct find purpose in their job and are enthusiastic and proud of it; low levels of dedication may represent employees seeing their work as uninspired (Mejalli, 2020; W. Schaufeli & A. B. Bakker, 2003). Moreover, Dedication is described as being driven by a genuine belief in one's own capacity to produce a significant and meaningful contribution to society. Additionally, Ferrell (2020) explored the relationship between leadership and employee engagement.

They demonstrated, in a similar way, that dedication, which is one of the components of employee engagement, may be defined as an individual's passionate perspective of devotion to investing their time, energy, and effort into their job performance (Ferrell, 2020; Schaufeli et al., 2002).

2.6.2.3 Absorption

Employee who exhibits absorption indicate that they are engaged in their jobs (Fountain, 2018). A stage of absorption occurs when a person is readily overwhelmed by their career and has the perception that there is insufficient time in the day to complete the tasks (Wilmar B Schaufeli et al., 2006; Smith, 2018). Similar to Fountain (2018), Smith (2018) described employees that achieve high levels of absorption are fully immersed in their job and have trouble distancing themselves from it. "As a consequence, everything else around is forgotten and time seems to fly" (Schaufeli, 2004; Smith, 2018). Employees who do inadequately on the absorption, "do not feel engrossed or immersed in their work, they do neither have difficulties detaching from it, nor do they forget everything around them, including time" (Schaufeli, 2004; Smith, 2018). Likewise, more researchers proposed that employees who are completely engaged in their work make it challenging to disengage from their task, and they regularly lose attention of time as a result of their absorption (Mejalli, 2020; W. Schaufeli & A. B. Bakker, 2003). In contrast, an insufficient absorption level indicates that an employee is capable of rapidly detaching themselves from their job responsibility (Mejalli, 2020; W. Schaufeli & A. B. Bakker, 2003). Additionally, Ferrell (2020) is relatively found that absorption is indicated by employees having a perspective that is completely absorbed in the job, as well as handling difficulties distinguishing themselves from work. They also stated, in line with prior studies, that employees who are completely absorbed in their jobs may become overwhelmed and lose sense of time while performing their responsibilities (Ferrell, 2020; Schaufeli et al., 2002).

2.6.2.4 Increased Job Performance

In the past, employee engagement established relationships among experts as a means of measuring increasing organization performance (Paruchuri, 2017). Similarly, increased job performance behaviors have been utilized to evaluate the issue of employee engagement (vigor, dedication and absorption) in a number of different research (Peláez et al., 2020). Employee work, task, and job performance are all terms

that refer to the same subject in the literature (Motowidlo & Kell, 2012; Ohemeng et al., 2020). In recent research, the phrase “job performance” will be used.

Focusing a certain emphasis on job performance definition, a series of recent studies has indicated that job performance is conceptualized as those actions and behaviors that are under the control of the individual and contribute to the goals of the organization” (Chambers, 2016; Lievens et al., 2008). They further suggested that employees may be compelled to increase their performance to achieve their fundamental needs and desires (Chambers, 2016). Moreover, job performance defines the roles and behaviors that are associated with the accomplishment of a job assignment (Byrne, 2014; as cited in Paruchuri, 2017) and is assessed in terms of an employee’s contribution to the organization’s success (Paruchuri, 2017). Similarly, job performance is a significant notion when it comes to determining the success of an organization, a group, or a person (Hobson, 2017). Job performance may define as the cumulative anticipated value derived from employees’ conduct throughout a period of working time (Soulivong, 2019). Employees’ job performance is defined as the level of competence with which they perform the fundamental core duties that are formally recognized as being part of their employment (Borman, 2004; Francis et al., 2018). They also urged that job performance refer to individuals’ performance on the job differs significantly (Francis et al., 2018; Kane & Lawler, 1979). Therefore, it may be evaluated on an infrequent or short-term basis, as well as in the context of an overall general assessment of a person’s regular performance (Francis et al., 2018).

Karakaş and Tezcan (2019) made a related point, stating that job satisfaction typically leads in increased job performance, which results in a benefit. They again profoundly explained that job performance is a term that may be applied to individuals or organizations in many ways.

They defined job performance as the employees’ ability to influence the job assignment as well as the competence to accomplish the job responsibilities within the time period specified by the employer (Karakaş & Tezcan, 2019). In addition, several

researchers have described job performance as “scalable actions, behaviors, and outcomes that employees engage in or bring about that are connected with and contribute to organizational goals,” according to the definition (Ohemeng et al., 2020; Viswesvaran & Ones, 2000).

Generally speaking, on the phrase increased job performance, over the last seven years, research on the effects of employee engagement has exploded, with academics showing the importance of engagement in enhancing in-role and job performance (Bakker et al., 2012; Eldor, 2017). Even though, there are several beneficial outcomes associated with employee engagement described by personal engagement, such as improved health and pleasant emotions; and organizational engagement, such as higher customer satisfaction and job performance (Oliveira & Silva, 2015). Paruchuri (2017) explored the topic of employee engagement and job performance. They found that, following Kahn's (1992) modified concept of employee engagement as a dynamic. Consequently, motivating conditions and changes in employee engagement may concur with changes in job performance, since motivation results in action in a particular direction (Kahn, 1992; as cited in Paruchuri, 2017). Eldor (2017) investigated the impact of organizational politics on the association between employee engagement and job performance. The researchers revealed that employees become more engaged in challenging situations when they perceive that their efforts would be advantageous to their ultimate performance and effectiveness (Eldor, 2017; Macey & Schneider, 2008). According to some academics, employees demonstrate their strength through their job performance with regard to their engagement (Peláez et al., 2020). Ohemeng et al. (2020) explored the relationship between employee engagement and job performance in state-owned enterprises in developing countries. They found that employee may present increased job performance since they are completely engaged to their job responsibilities (Kahn, 1990; Ohemeng et al., 2020).

Moreover, several researchers found that increased job performance related to employee engagement through vigor, dedication and absorption (Peláez et al., 2020). They mentioned that when employee experience increased perception of vigor

would contribute to efficient performance and achievement, enabling individuals to work more energetically and for longer periods of time (Linley, 2008; as cited in Peláez et al., 2020). They also stated that employee may employ individuals “often” experience a state of intense absorption and dedication in a job activity when they are using their talents (Dubreuil et al., 2014; as cited in Peláez et al., 2020).

Table 2.5 Summarization of Cabin Crew Engagement Characteristics from literature review

		Vigor	Dedication	Absorption	Increased performance
1	Ruechuta Tepayakul and Idsaratt Rinthaisong 2018	✓	✓		
2	Okechukwu E. Amah 2018	✓	✓	✓	
3	Aiqin Lv, Ran Lv, Haixia Xu and Yujun Ning And Ying Li 2018	✓	✓	✓	
4	Jianwu Jiang and Rong Wang 2018	✓	✓	✓	
5	Shu-Ling Chen 2018	✓	✓	✓	
6	Ahmadreza Eghtesadi Roudi and Hengameh Asef 2018	✓	✓	✓	
7	Yuan Wang and Eyun-Jung Ki 2018		✓		
8	Elianne F. Van Steenbergen, Cilia van der Ven and Maria C. W. Peeters and Toon W. Taris 2018	✓	✓		
9	Zhenyuan Wang, Liuxu Chen, Yongjia Duan and Jianghong Du 2018	✓	✓		
10	Irena Buric´ and Ivana Macuka 2018	✓	✓	✓	
11	Diana Malinowska, Aleksandra Tokarz, and Anna Wardzichowska 2018	✓	✓	✓	
12	Liu-Qin Yang & Michael Sliter & Janelle H. Cheung, & Robert R. Sinclair & Cynthia Mohr 2018	✓	✓	✓	
13	Cristia´n Coo and Marisa Salanova 2018	✓	✓	✓	
14	Michelle R. Tuckey, Sabine Sonnentag and Janet Bryan 2018	✓	✓	✓	

		Vigor	Dedication	Absorption	Increased performance
15	Christine J. Syrek, Jana Kühnel, Tim Vahle-Hinz and Jessica De Bloom 2018	✓	✓	✓	
16	Akihito Shimazu, Wilmar B. Schaufel, Kazumi Kubota , Kazuhiro Watanabe and Norito Kawakami 2018	✓	✓	✓	
17	Christine Bosch, Sabine Sonnentag and Anna Sophia Pinck 2018	✓	✓	✓	
18	Yongqiang Gao & Dan Zhang & Yuanyuan Huo 2018	✓	✓	✓	
19	Tamara Genevieve Robins, Rachel Margaret Roberts and Aspa Sarris 2018	✓	✓	✓	
20	Mai Iwanaga, Kotaro Imamura , Akihito Shimazu and Norito Kawakami 2018	✓	✓	✓	
21	E.M. Kravchenko 2018	✓	✓	✓	
22	Josette Dijkhuizen, Marjan Gorgievski, Marc van Veldhoven and Rene' Schalk 2018	✓	✓	✓	
23	Marieta du Plessis and Adré B . Boshoff 2018	✓	✓	✓	
24	Zhanying Ou, Tingting Chen, Fuli Li, and Pokman Tang 2018				✓
25	Freda van der Walt 2018	✓	✓	✓	
26	Yasser Arfat, Muqqadas Rehman and Usman Aslam 2018	✓			✓
27	Kristin E. Finn, Myles S. Faith and Young S. Seo 2018		✓		
28	W. R. Pieters & N. Auanga 2018	✓	✓	✓	
29	Sari Lepistö PhD, RN , Seija Alanen PhD, Pirjo Aalto PhD, MBA, Paivi J € arvinen € PhD, Kaija Leino PhD, Elina Mattila PhD, and Marja Kaunonen PhD 2018	✓	✓	✓	
30	Terje Slåtten , Gudbrand Lien and Peer Jacob Svenkerud 2019	✓		✓	

		Vigor	Dedication	Absorption	Increased performance
31	María del Carmen Pérez-Fuentes, María del Mar Molero Jurado, Ana Belén Barragán Martín, María del Mar Simón Márquez, África Martos Martínez and José Jesús Gázquez Linares 2019	✓	✓	✓	
32	Ada T. Cenkeci and Ayse Begum Otken 2019	✓	✓	✓	
33	Muhammad Asif, Muhammad Azizullah Khan and Malik Adil Pasha 2019	✓	✓	✓	
34	Ahyoung Lee ,HaeJung Kim, Monica Faulkner , Paula Gerstenblatt, Dnika J. Travis 2019	✓	✓	✓	
35	Allan B. de Guzman and Martin Cyrus F. Dumantay 2019	✓	✓	✓	
36	Tino Lesener , Burkhard Gusy and Christine Wolter 2019	✓	✓	✓	
37	Susana Rodrigues ,Jorge Sinval ,Cristina Queirós , João Marôco and Mariana Kaiseler 2019	✓	✓	✓	
38	Emmanuel Nkansah Anokye & Maxwell Asumeng 2019	✓	✓	✓	
39	Maria Vassos , Karen Nankervis , Trevor Skerry and Kerrie Lante 2019	✓	✓	✓	
40	Erli Liu , Jiatao Huang 2019	✓	✓	✓	
41	Hazrat Bilal, Naveed Farooq and Lala Rukh 2019	✓	✓	✓	
42	Aharon Tziner, Or Shkoler and Bat-El Bat Zur 2019	✓	✓	✓	
43	Waqas Farooq, Omar K. Bhatt and Sufyan Latif 2019	✓	✓	✓	
44	Konrad Kulikowsk and Jaroslaw Orzechowski 2019	✓	✓		
45	Martina Kotze and Liezel Massyn 2019	✓	✓		
46	Neil Aldrin and Netty Merdiaty 2019	✓	✓	✓	
47	Natasha Maximo, Marius W. Stander and Lynelle Coxen 2019	✓	✓	✓	

		Vigor	Dedication	Absorption	Increased performance
48	Estanislao Castellano , Roger Muñoz-Navarro , María Sol Toledo , Carlos Spontón , and Leonardo Adrián Medrano 2019	✓	✓	✓	
49	Fabian O . Ugwu, Ike E . Onyish, Okechukwu Ibiam Egwu, Otu Otu Akanu, Okechukwu Groupson and Moses Agudiegwu 2019	✓	✓	✓	
50	Ebersöhn, Liesel 2019	✓	✓	✓	
51	Clemens M. Lechner , Daniel Danne and Beatrice Rammstedt 2019	✓		✓	
52	Fei Zhou, Na Wang and Yenchun Jim Wu 2019	✓	✓	✓	
53	Ahyoung Lee, HaeJung Kim, Monica Faulkner, Paula Gerstenblatt, and Dnika J. Travis 2019	✓	✓	✓	
54	Allan B. de Guzman, and Martin Cyrus F. Dumantay 2019	✓	✓	✓	
55	Gabriele D. Mercal and Silvia G. Costa 2019	✓	✓	✓	
56	Gita Statnickè , Asta Savanevičienė , Ignas Šakys 2019	✓	✓	✓	
57	Séverine Chevalier ,Evelyne Fouquereau , Florence Bénichoux and Philippe Colombat 2019	✓	✓	✓	
58	Jui-Chen Peng and Mei-Man Tseng 2019	✓	✓	✓	
59	Nicholas Mcauliffe, Nancy S. Bostain and Arnold D. Witchel 2019	✓	✓	✓	
60	Tahreem Baloch, Muhammadi Sabra and Muhammad Ziaur-Rehman 2019	✓	✓	✓	
61	Hilda M. Concepcion 2020				✓
62	Vickki G. Johnson 2020		✓		
63	Yuanqin Ge , Xiaomeng Sun 2020				✓
64	Curt Donahue Henry 2020	✓	✓	✓	
65	Kevin K. Watanabe 2020	✓	✓	✓	
66	Karwan Hamasalih Qadir , Mehmet Yeşiltaş 2020		✓		

		Vigor	Dedication	Absorption	Increased performance
67	Malcolm Hobbs, Emanuelle Klachky and Monica Cooper 2020				✓
68	Basuki , Rizka Zulfikar , Khuzaini , Rahmi Widyant 2020				✓
69	Isabel M. Martinez, Marisa Salanova, and Valeria Cruz-Ortiz 2020				✓
70	Eva Rošková, Lucia Faragová 2020		✓		
71	Guixian Tian, Zhuo Zhang 2020				✓
72	Aksorn Sawasdee , Sakapas Saengchai , Kittisak Jernsittiparsert 2020	✓	✓	✓	✓
73	Ezgi Dede, Canan Çetin and Serdar Eryılmaz 2020	✓	✓	✓	
74	Ester Gil-Beltrán, Susana Llorens, and Marisa Salanova 2020	✓	✓	✓	
75	Moore, Stanley J., Durst, Phillip T., Ritter, Caroline, Nobrega, Diego, Barkema, Herman W. 2020				✓
76	Jorge Sinval , João Marôco 2020	✓	✓	✓	
77	Muhammad Yasir Imran , Natasha Saman Elahi , Ghulam Abid , Fouzia Ashfaq and Sehrish Ilyas 2020	✓	✓	✓	
78	María del Carmen Pérez-Fuentes, José Jesús Gázquez Linares, María del Mar Molero Jurado, María del Mar Simón Márquez and África Martos Martínez 2020	✓	✓	✓	
79	Linlin Zhang, Yang Qiu, Nan Zhang and Shuang Li 2020	✓	✓	✓	
80	Bohdan Rożnowski and Beata Zarzyck 2020	✓	✓	✓	
81	Daniel Dominguez , María José Chambel and Vânia Sofia Carvalho 2020			✓	
82	Ohemeng, Frank L.K.; Obuobisa Darko, Theresa; Amoako-Asiedu, Emelia 2020				✓

According to employee engagement theories and concepts literature study, the characteristics of cabin crew engagement could be identified as follows:

vigor, dedication, absorption, and increased job performance as crucial components of cabin crew engagement.

2.7 Leadership and Employee Experience Relationship

This study hypothesized that flight purser leadership characteristics could be related to cabin crew experience. According to the previous mentioned literature, the leadership characteristics has an influence on employee experience (Narayanan & Rajaratnam, 2019).

In the service and hospitality fields, the significance of leadership styles in service-producing sectors is demonstrated by their ability to improve employees' overall well-being. (Ohunakin et al., 2019). A number of academics have recognized the presence of a related connection between leadership and employee experience. The leaders may establish leadership attributes in order to accelerate employee learning experience (Aragon-Correa et al., 2007; Narayanan & Rajaratnam, 2019; Yukl, 2010). It is essential for a leader to have the ethical foresight to create an employee-friendly physical work experience that results in employee confidence in the leader (Rasca, 2017). A supervisor in a front-line employee area has a relationship with employee experience, which could be explained as employees' emotional experiences that are defined by their supervisor's emotional support, their engagement in emotional work, and their understanding (Jia, 2013).

Likewise, in general business organizations, leaders are interested in generating innovation aimed at enhancing the employee experience (Dannels, 2020). Organizations that have placed a priority on employee experience have increased employee engagement; as a result, leaders may pay particular attention to the employee experience in order to maintain this approach (Ramerman, 2019a). Personal styles of leadership have a significant impact on the employee experience (Gemmill, 2003).

Thus, based on the relationships identified in the literature review, it can be summarized that leadership have an influence on employee experience.

Table 2.6 Leadership and Employee Experience Relationship

	Author	Leadership →	Employee Experience
1	Michelle R. Tuckey, Sabine Sonntag and Janet Bryan 2018		✓
2	Rasca 2018		✓
3	Yu Zhou 2018		✓
4	Kawchaisa N, Hemrungron S, Buathong N. 2018		✓
5	Dr Rose Mathafena 2018		✓
6	Lee, Kiyong; Duffy, Michelle K.; Scott, Kristin L.; Schippers, Michaéla C 2018		✓
7	Hadi Teimouri, Seyed Hasan Hosseini, and Amirreza Ardeshiri 2018		✓
8	John Ramerman 2019		✓
9	Thanasit Phoemphian 2019		✓
10	Yvette Creese 2019		✓
11	Elissa Tucker 2020		✓
12	Laura P. Dannels 2020		✓

2.8 Employee Experience and Employee Engagement Relationship

This study hypothesized that employee experience could be related to employee engagement. Employee experience refers to the relationship that exists between a leader and a member, and it is one of the factors that contribute to employee engagement (Yim, 2021).

In the service and hospitality fields, cabin crew with an vital level of psychological experiences are more engaged in their careers (Chen & Chen, 2012). Likewise, cabin crew with an essential level of psychological resources are more engaged in their jobs, which demonstrates enhanced service performance (Cheng et al., 2018).

Similarly, in general business organization, employee experience characteristic according to psychological availability are characterized as “the idea that one has the physical, emotional, or cognitive resources to contribute in one’s own personal engagement for a specified period” (Kahn, 1990; as cited in Łaba & Geldenhuys, 2018). Employees’ emotional experiences have a significant link with organizational engagement. It can be mentioned that there is a relationship between employee experience in the area of organization participation and engagement (Ramerman, 2019a). A considerable number of academics have found that the results of employees’ experiences, as well as interpersonal connections inside the organization, are all factors that affect employee engagement (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). According to Kahn (1990) as cited in Garza (2018), when employees experience meaning in their professions, it affects their degree of engagement at work.

Thus, based on the relationships identified in the literature review, it can be summarized that employee experience could be related to employee engagement.

Table 2.7 Employee Experience and Employee Engagement Relationship

	Author	Employee Experience →	Employee Engagement
1	Lee, Kiyoungh ; Duffy, Michelle K. ; Scott, Kristin L. ; Schipper, Michaéla C 2018		✓
2	Michelle R. Tuckey, Sabine Sonnentag and Janet Bryan 2018		✓
3	Kawchaisa N, Hemrungron S, Buathong N. 2018		✓
4	Łaba and Geldenhuis, 2018		✓
5	Garza 2018		✓
6	Amah, 2018		✓
7	Cheng et al. 2018		✓
8	Yvette Creese 2019		✓
9	Thanasit Phoemphian 2019		✓
10	Ramerman 2019		✓
11	Elissa Tucker 2020		✓

Summary

The topics of leadership and employee experience have been discussed by a great number of researchers in the current literature. The review of literature exhibited that there is a correlation between leadership and employee experience. Consequently, the literature review illustrated related elements of flight purser leadership, namely, morals, efficacy, mentoring, encouragement of self-initiation, and idealized influence. Following, the topic of employee experience has acquired considerable attention in the literature, and it has been employed to investigate the characteristics of cabin crew experience, which includes physical experience, emotional experience, and learning experience. Employee engagement was also discussed in order to evaluate the components of cabin crew engagement, which consist of vigor, dedication, absorption, and increased job performance. Also, the research gap on flight purser leadership, cabin crew experience, and engagement in Thailand was identified.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter illustrates the research methodology that was utilized in the study, comprising the conceptual research framework, variables used in the research, research hypothesis, operational definition, and quantitative research methodology. The quantitative method will be employed for the research with structural equation modeling to explore the issue related to flight pursers leadership, cabin crew experience and cabin crew engagement in the context of a full-service airline in Thailand. The research comprises of three objectives, which are as follows:

- 1) To investigate the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 2) To create a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.
- 3) To test a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data.

Following the introduction, the research methodology is presented in this chapter, which is organized into six parts as stated below.

- 3.1 Introduction
- 3.2 Research Process
- 3.3 Conceptual Research Framework
- 3.4 Variables Use in the Research
 - 3.4.1 Independent Variables
 - 3.4.2 Mediating variables or intermediate variables

- 3.4.3 Dependent Variables
- 3.5 Research Hypothesis
- 3.6 Operational Definition
- 3.7 Quantitative Research Methodology
 - 3.7.1 Population and Sampling
 - 3.7.1.1 Population
 - 3.7.1.2 Sample Size
 - 3.7.1.3 Sample Technique
 - 3.7.2 Research Tool and Design
 - 3.7.2.1 Content of the Questionnaire
 - 3.7.2.2 Validity Test
 - 3.7.2.3 Reliability Test
 - 3.7.3 Data Collection
 - 3.7.4 Data Analysis

3.2 Research Process

In this study, the research process is divided into four sections based on the objectives of the research. The study intends to test a structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data. (Figure 3.1). For this purpose, the survey data will be gathered via the application of questionnaires to cabin crew members operating on a full-service airline in Thailand with a minimum of one year of work experience. The questionnaires will be utilized to analyze flight purser characteristics, cabin crew experience factors, and cabin crew engagement indicators.

3.2.1 Literature Review

The study of literature provides related concepts and theories of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement.

3.2.2 Investigating the construct of leadership, employee experience, and employee engagement

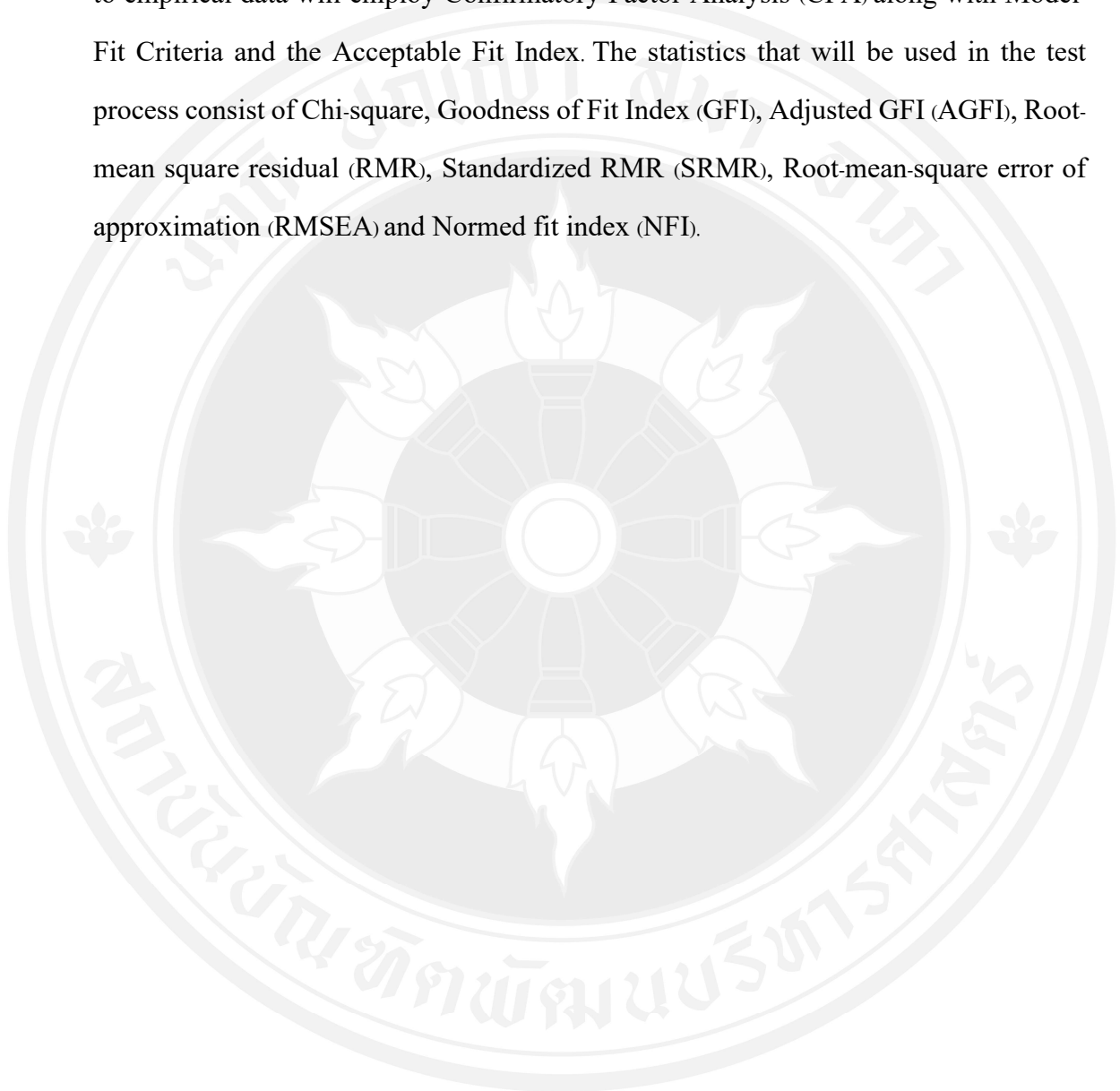
According to the results of the literature research, it was able to develop research variables that were related to those ideas and theories.

3.2.3 Creating a structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand

Confirmatory Factor Analysis (CFA) will be applied to create a structural model of the flight pursers leadership characteristics, cabin crew experience, and engagement. The hypotheses and variables are categorized as representations of an underlying construct, and the purpose is to evaluate whether or not the data fits (or matches) this model.

3.2.4 Testing a structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data

Analyzing the consistency of a structural equation model developed in response to empirical data will employ Confirmatory Factor Analysis (CFA) along with Model-Fit Criteria and the Acceptable Fit Index. The statistics that will be used in the test process consist of Chi-square, Goodness of Fit Index (GFI), Adjusted GFI (AGFI), Root-mean square residual (RMR), Standardized RMR (SRMR), Root-mean-square error of approximation (RMSEA) and Normed fit index (NFI).



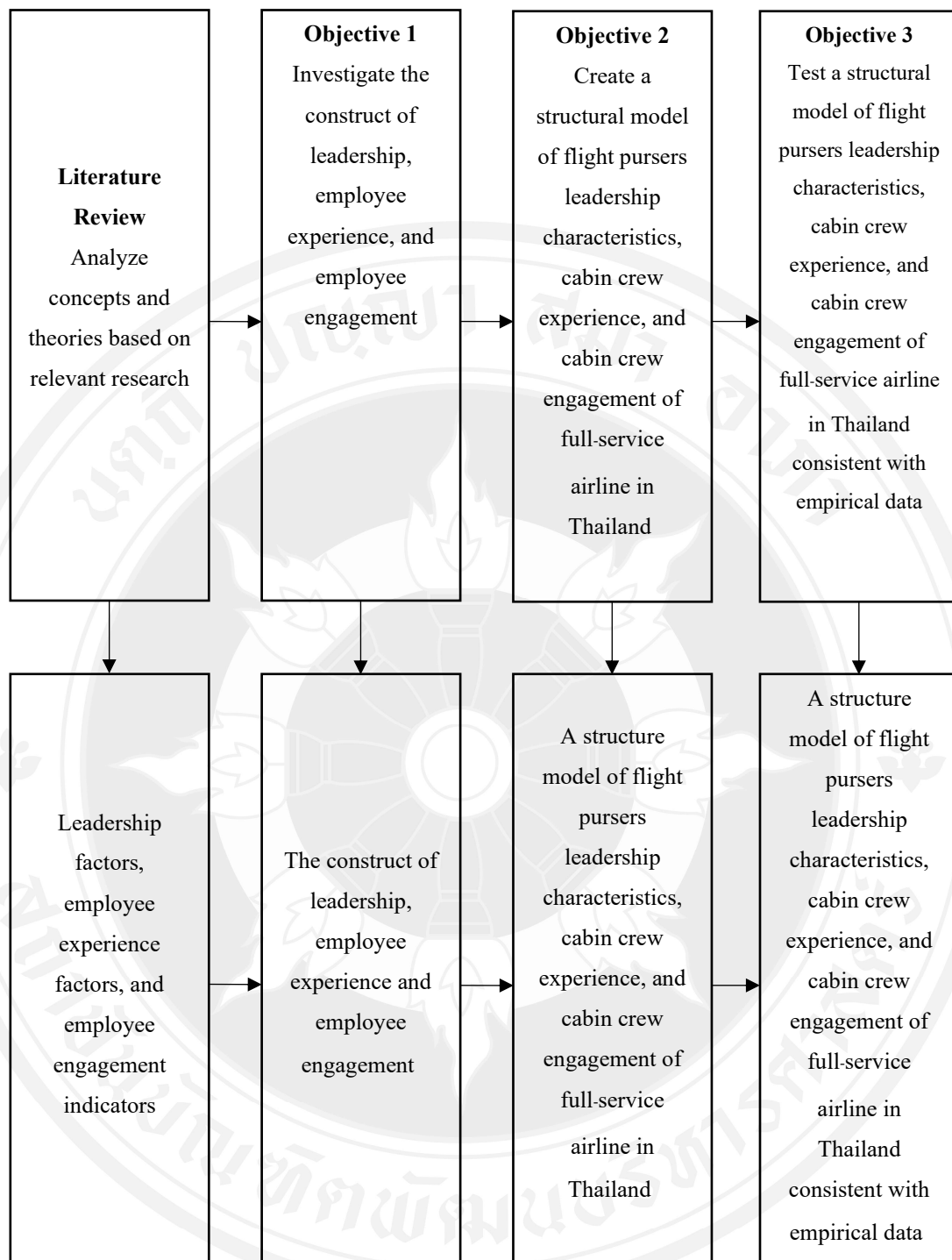


Figure 3.1 The Research Process

3.3 Conceptual Research Framework

Leadership is broadly employed in a variety of contexts which performed as a social influence mechanism by which one person may enlist the assistance and support of others in order to achieve a shared purpose (Beşikçi, 2019; Chemers, 2014). According to a recent analysis of relevant literature, considerable studies have been conducted on the importance and implications of various leadership styles (Ali et al., 2020; Baykal, 2020; Bouzari et al., 2020; Yeşiltaş & Tuna, 2018). Leadership styles is a motivating factor for enhancing the overall quality of service provided by an organization. Leadership styles have a substantial impact on the enhancement of service quality inside an organization. Significantly, leadership style in hospitality supervisor is a key factor to develop employee service quality (Narayanan & Rajaratnam, 2019). According to the previous mentioned literature, the leadership characteristics of a flight purser have an influence on employee experience (Narayanan & Rajaratnam, 2019). Employee experience refers to the relationship that exists between a leader and a member, and it is one of the factors that contribute to employee engagement (Yim, 2021). According to the literature analysis, the following is the research framework that was developed as a result of completing a literature assessment on concepts and theories, research papers, and other relevant documents that related to the research variables.

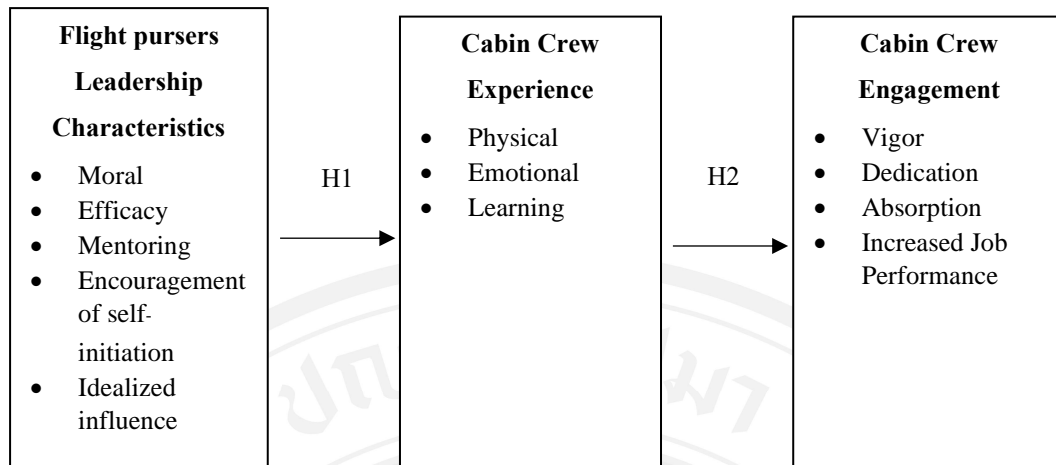


Figure 3.2 Conceptual Research Framework

3.4 Variables Utilize in the Research

3.4.1 Independent Variables

The independent variables comprised the great majority of the variables in the research that were capable of generating findings. The five facets of flight pursers leadership characteristics described below.

1) Moral Leadership refers to a flight purser who has moral, virtue, and value perceptions as a career principle. They establish moral and ethical considerations and approach all cabin crew with dignity.

2) Efficacy Leadership refers to a flight purser who has knowledge and skills in their specialized working area. They have the competence to overcome obstacles and achieve their working objectives. They demonstrate successful personal development to motivate and gain cabin crew confidence.

3) Mentor Leadership refers to a relationship between a flight purser and cabin crew. An experienced, knowledgeable, and trustworthy flight purser observes all cabin crew's performances individually in a team by guiding, educating, assisting, and giving them opportunities to resolve problems and is willing to facilitate them with all the needed resources.

4) Encouragement of self – initiation Leadership refers to the flight purser who encourages cabin crew to initiate different and innovative ideas. They listen to the cabin crews' opinions and recommendations. They prefer discussion when under suspicion rather than control or punishment.

5) Idealized Influence Leadership refers to flight pursers' having a positive attribution on cabin crew. They have higher knowledge and higher abilities that lead to the trust, confidence, and respect they earn from cabin crew. Flight pursers are an inspiration and a role model. Cabin crew are willing to comply with the flight purser's common purposes and values that they hope for and believe in.

3.4.2 Mediating variables or intermediate variables

The three variables of cabin crew experience are as follows:

1) Physical Experience refers to experience that cabin crew are able to accomplish their duty safely and conveniently with all kinds of suitable equipment, along with the working environment which is observed and provided sufficiently by the flight purser.

2) Emotional Experience refers to a positive psychology tool. Cabin crew are capable of providing service and safety while remaining cheerful in a daily working routine. They may sense optimistic regarding their flight purser, career, and working environment.

3) Learning Experience refers to new knowledge or new experience that cabin crew have obtained from working practice, flight purser supervision and organization training programs.

3.4.3 Dependent Variables

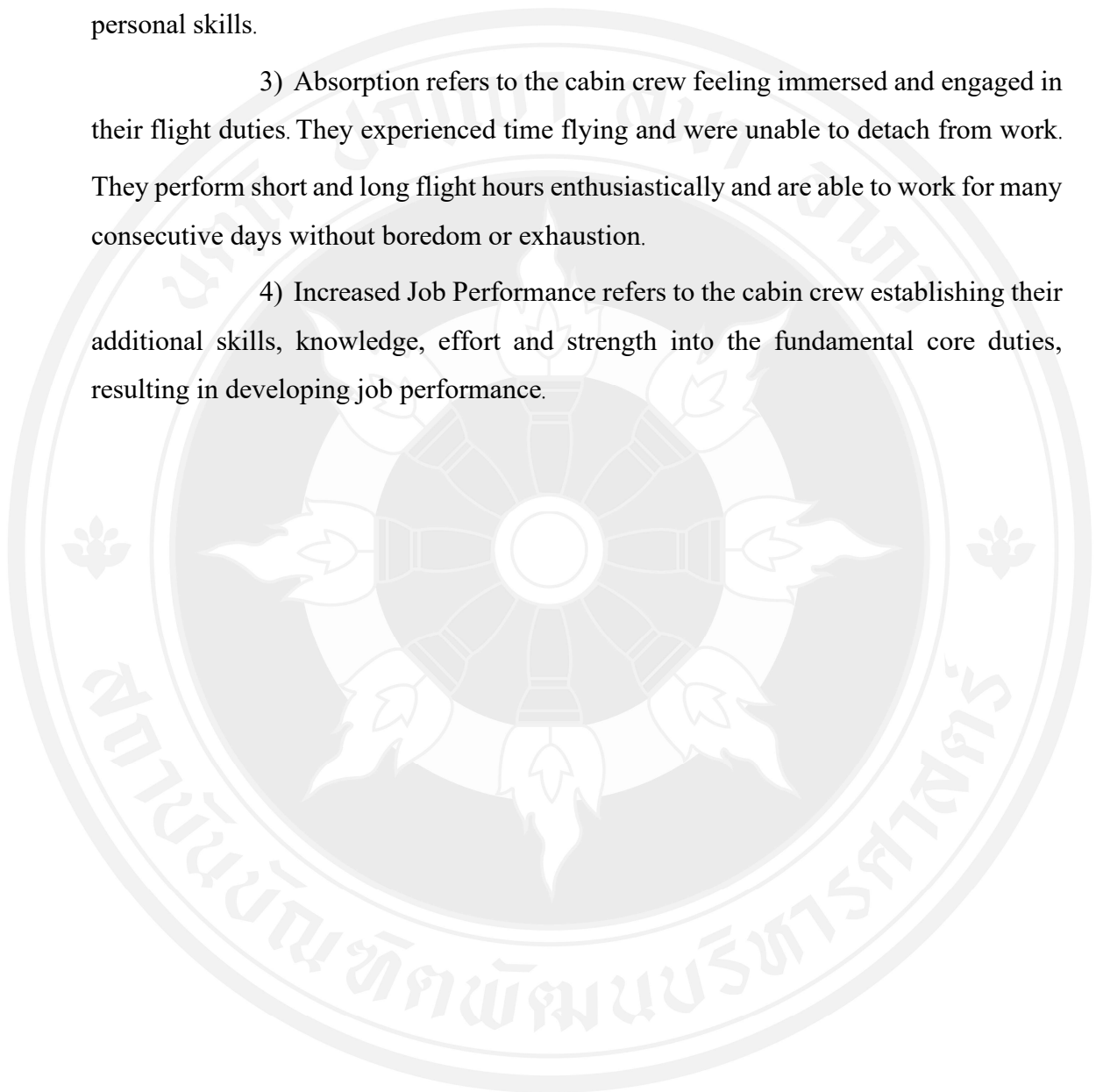
The dependent variables were the elements that developed as a consequence of the independent variables. The four factors of cabin crew engagement are as follows:

1) Vigor refers to cabin crew performing duties with a high-energy level and resilience.

2) Dedication refers to cabin crew dedicating themselves to performing safety and service tasks and gaining passengers' satisfaction. They are proud to be a part of the organization and are involved in all work assignments. Cabin crew are inspired by the organization that they are valued, talented, effective, and able to develop personal skills.

3) Absorption refers to the cabin crew feeling immersed and engaged in their flight duties. They experienced time flying and were unable to detach from work. They perform short and long flight hours enthusiastically and are able to work for many consecutive days without boredom or exhaustion.

4) Increased Job Performance refers to the cabin crew establishing their additional skills, knowledge, effort and strength into the fundamental core duties, resulting in developing job performance.



3.5 A structural equation model of flight purser leadership, cabin crew experience and cabin crew engagement in the context of a full-service airline in Thailand.

It is potential to modify the conceptual framework presented in Figure 3.3 to create a structural equation model using the information provided in the conceptual framework, which was created from the literature assessment on the factors that affect flight purser leadership, cabin crew experience, and cabin crew engagement. All acronyms in figure 3.3 can be defined as below.

MO	=	Moral Leadership
EF	=	Efficacy Leadership
ME	=	Mentoring Leadership
EN	=	Encouragement of Self Initiation Leadership
IN	=	Idealized Influence Leadership
PH	=	Physical Experience
EM	=	Emotional Experience
L_E	=	Learning Experience
VI	=	Vigor
DE	=	Dedication
AB	=	Absorption
IP	=	Increased Job Performance

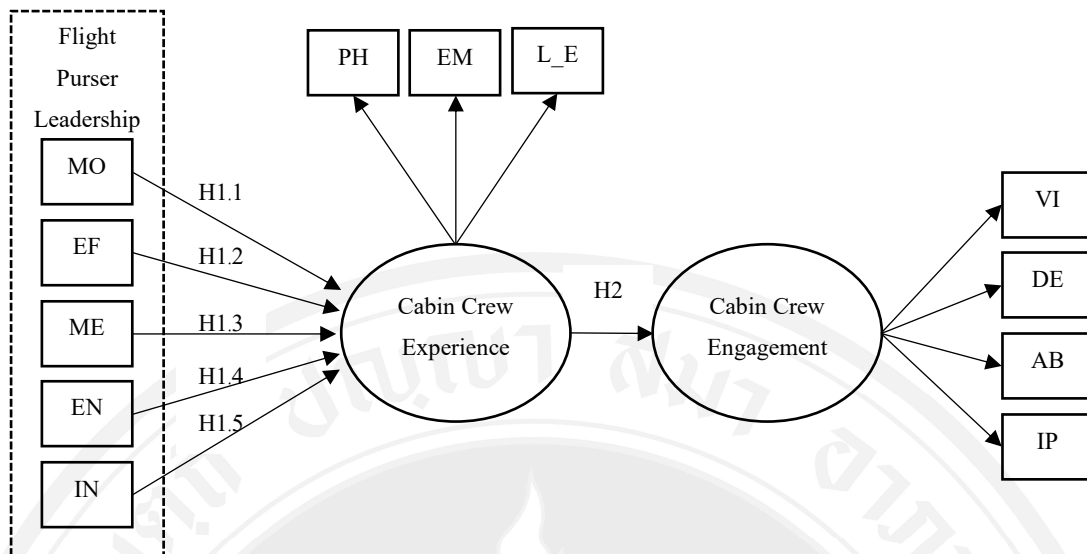


Figure 3.3 A Structural Equation Model of Flight Purser Leadership, Cabin Crew Experience and Cabin Crew Engagement in The Context of a Full-Service Airline in Thailand.

3.6 Research Hypothesis

In order to explore a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand, the findings of the existing literature were analyzed and then developed into a research conceptual framework. Following that, the research hypothesis was established. Then, the structural equation model will be employed as a testing method for hypothesis. The section provides the description of the research hypothesis as described below.

Research Hypothesis 1 Flight purser leadership characteristics have a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline.

H1.1 Moral leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline.

H1.2 Efficacy leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline.

H1.3 Mentoring leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of full-service airline.

H1.4 Encouragement of self-initiation leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline.

H1.5 Idealized influence leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of full-service airline.

Research Hypothesis 2 Employee experience has a positive relationship with cabin crew engagement in a statistically significant way when studied in the context of the cabin crew of a full-service airline.

Research Hypothesis 3 Based on empirical data, the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement was developed.

3.7 Operational Definition

The terminology demonstrated in this research was established in accordance with the study's objectives, which included the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. As a result, the operation definitions are represented by the variables indicated below.

3.7.1 A Full-Service Airline

A full-Service Airline refers to a model of a commercial airline that provides a full range of services, both domestic and international freight, as well as the creation of public airports and/or the administration and management of public airports.

3.7.2 Flight Purser

Flight Purser refers to a cabin crew who work for a full-service in Thailand, has a minimum of work experience and has completed the airline's cabin crew leadership training. When the airline operates flights with more than one cabin crew, the flight purser will be required to lead the team as well as monitor general safety and service quality. They perform as a liaison with the pilot-in-command for coordination in the normal, abnormal, and emergency phases of flight.

3.7.3 Flight Purser Leadership

Flight Purser Leadership is a capability or individual characteristic influencing cabin crew in working experience. They notice cabin crew needs and facilitate them with work resources, resulting in satisfactory accomplishment of safety and service performance delivered to passengers. They monitor and supervise cabin crew performance.

3.7.4 The Five Facets of Flight Purser's Leadership Characteristics

3.7.4.1 Moral Leadership

Moral leadership refers to a flight purser who has moral, virtue, and value perceptions as a career principle. They establish moral and ethical considerations and approach all cabin crew with dignity. They perform duty with honesty and scarification.

3.7.4.2 Efficacy Leadership

Efficacy leadership refers to a flight purser who has knowledge and skills in their specialized working area. They have the competence to overcome obstacles and achieve their working objectives. They demonstrate successful personal development to motivate and gain cabin crew confidence.

3.7.4.3 Mentor Leadership

Mentor leadership refers to a relationship between a flight purser and cabin crew. An experienced, knowledgeable, and trustworthy flight purser observes all cabin crew's performances individually in a team by guiding, educating, assisting, and giving them opportunities to resolve problems and is willing to facilitate them with all the needed resources.

3.7.4.4 Encouragement of self - initiation Leadership

Encouragement of self - initiation leadership refers to the flight purser who encourages cabin crew to initiate different and innovative ideas. They listen to the cabin crews' opinions and recommendations. They prefer discussion when under suspicion rather than control or punishment.

3.7.4.5 Idealized Influence Leadership

Idealized Influence Leadership refers to flight purser's having a positive attribution on cabin crew. They have higher knowledge and higher abilities that lead to the trust, confidence, and respect they earn from cabin crew. Flight purser's are an inspiration and a role model. Cabin crew are willing to comply with the flight purser's common purposes and values that they hope for and believe in.

3.7.5 Cabin Crew

Cabin crew refers to qualified people who are assigned by a full-service airline in Thailand or captain in command and working for the airline as a means of ensuring cabin safety and service procedures meet the operator's standard during flight.

3.7.6 Cabin Crew Experience

Cabin Crew Experience refers to a working experience relationship between cabin crew and flight purser, and there are three kinds of experiences that cabin crew have had during working on a full-service airline.

3.7.7 The Three Facets of Cabin Crew Experience

3.7.7.1 Physical Experience

Physical experience refers to experience that cabin crew are able to accomplish their duty safely and conveniently with all kinds of suitable equipment, along with the working environment which is observed and provided sufficiently by the flight purser.

3.7.7.2 Emotional Experience

Emotional experience refers to a positive psychology tool. Cabin crew are capable of providing service and safety while remaining cheerful in a daily working routine. They may sense optimistic regarding their flight purser, career, and working environment.

3.7.7.3 Learning Experience

Learning experience refers to new knowledge or new experience that cabin crew have obtained from working practice and flight purser supervision. They provide feedback, strategies, and essential key information associated with working to cabin crew members.

3.7.8 Cabin Crew Engagement

Cabin Crew Engagement refers to when cabin crew have developed mutual goals, beliefs, values, and cultures. They have positive and close relationships with their

flight pursers and colleagues. Cabin crew regard themselves as a part of the organization and prioritize shared benefits above personal interests.

3.7.9 Cabin Crew Engagement Indicators

3.7.9.1 Vigor

Vigor refers to cabin crew performing duties with a high-energy level, resilience and determination. They are sufficient to interact with and endure an unforeseen occurrence due to their strength. They are enthusiastic regarding developing relationships and collaborating.

3.7.9.2 Dedication

Dedication refers to cabin crew dedicating themselves to performing safety and service tasks and gaining passengers' satisfaction. They are proud to be a part of the organization and are involved in all work assignments. Cabin crew are inspired by the organization that they are valued, talented, effective, and able to develop personal skills.

3.7.9.3 Absorption

Absorption refers to the cabin crew feeling immersed and engaged in their flight duties. They experienced time flying and were unable to detach from work. They perform short and long flight hours enthusiastically and are able to work for many consecutive days without boredom or exhaustion.

3.7.9.4 Increased Job Performance

Increased Job Performance refers to the cabin crew establishing their additional skills, knowledge, effort and strength into the fundamental core duties, resulting in developing job performance.

3.8 Quantitative Research Methodology

3.8.1 Population and Sampling

3.8.1.1 Population

Cabin crew members operating for a full-service airline in Thailand with a minimum of one year of work experience will be included in this research, which will be conducted employing quantitative methods. According to Air Operator Certificate Requirements from The Civil Aviation Authority of Thailand (AOOCR, 2019), at least one year of operating experience refers to cabin crew who have completed relevant training courses and have sufficient essential working experience as leaders or senior cabin crew, in which it is suitable to submit information in the questionnaire applied in the present research.

Cabin crew members operating for a full-service airline in Thailand with a minimum of one year of work experience. The precise number of cabin crew members with at least one year of operational experience is 239, according to the recent data.

3.8.1.2 Sample Group

The purpose of SEM is to test a theory by specifying a model that represents predictions of that theory among probable constructs measured with an appropriate observed variable (Kline, 2016). SEM requires a large sample size for the population in order to get accurate results (Kline, 2016). Typically, a sample size of more than 200 people was considered to be large sample size (In'nami & Koizumi, 2013; Kline, 2016). Hoelter (1983) described a method for determining an appropriate sample size in SEM using the Critical N (CN) statistic, with a CN value of 200 indicated sufficient (Hoelter, 1983; as cited in Schumacker & Lomax, 2010). However, some researchers suggested that two of the utmost frequently utilized criteria for estimating an appropriate sample size in SEM are the Monte Carlo method – a simulation-based method for determining the point at which a model degrades due to sample size – and the ten-times rule – that the sample size would have been at least ten times greater than the value of links pointing to any latent variable in the model (Lund, 2021).

Following the observable variable and following the rule of thumb, the size of the sample group will be determined by applying either 10 subjects per variable or 20 subjects per variable (Hair et al., 2010; Kline, 2011; Schumacker & Lomax, 2010). Consequently, applying this formula to the 12 observed variables in this study, the sample size will be determined to be 10 times the number of observed variables. As a result, a minimum 120 participants will be included in the sample group.

3.8.1.3 Sample Technique

For the purpose of choosing the sample group, the probability sampling technique will be employed. With the participation of cabin crew from a full-service airline in Thailand, the simple random sampling method will be implemented. The computer randomly selected a name from a list given by the director of a full-service airline's cabin operations department.

3.8.2 Research Tool and Design

3.8.2.1 Design of Research Tool

A research questionnaire will be designed with the aim of gathering opinions and experiences from the sample group. The questionnaire will function as a research tool. Closed-ended questions pertaining to the topics of flight purser leadership, cabin crew experience, and cabin crew engagement will be composed and distributed to the participants. The development of a preliminary questionnaire is the first stage in the creation of a research tool design based on the basis of the following:

- 1) A comprehensive literature review was conducted on all relevant documents, academic papers, concepts, and ideas related to the topic in order to develop definitions, research scope, and variable structure that will then be transformed into statements or questions.

- 2) After conducting a comprehensive study of previous academic research, the variables or constructs that comprised the conceptual model were created.

3.8.2.2 Content of the Questionnaire

1) Developing a questionnaire with the title “A structural model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement in a full-service airline in Thailand”. Then, the content of the questionnaire will be divided into five parts as described below:

Part One: The perception of flight pursers leadership characteristics through cabin crew will be assessed. The study adopted various kinds of leadership theories to examine the characteristics of flight purser leadership in a full-service airline in Thailand.

The five key elements in flight purser leadership characteristics consist of moral, efficacy, mentoring, encouragement of self-initiation and idealize influence.

Part Two: On the basis of three factors: physical, emotional, and learning experience, cabin crew members will be asked questions regarding their work experiences with flight pursers. The questions will be present to them at various points during their working careers.

Part Three: The opinion on cabin crew engagement will be measured through vigor, dedication, absorption and increased job performance.

Part Four: Suggestions

Part Five: Participants' demographic information, namely, gender, age, and work experience in a year.

For each item on the questionnaire, respondents will be questioned to rate their level of agreement using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

5	means	Strongly agree
4	means	Agree
3	means	Neutral
2	means	Disagree
1	means	Strongly disagree

2) The submission of a preliminary questionnaire to the research adviser for consideration of developments and suggestions to enhance the questionnaire.

3.8.2.3 Validity Test

1) The questionnaire will be created on the basis of documents, research papers, ideas, and theories studied, and will be reviewed by the thesis adviser before being distributed. The validity of the content of the research will be verified through submitting the questionnaire to experts for verification of the content's validity, consistent with the topics which are flight purser leadership, cabin crew experience, cabin crew engagement, and language appropriateness, as well as collecting ideas and enhancing the questionnaire in order to collect actual data.

2) A total of three experts will examine the relationship between Item Objective Congruence (IOC). The index of Item Objective Congruence (IOC) is a method to evaluate the creation for assessing content validity during the item development stage, and the index criterion of each item will be set at more than 0.50 ($IOC > 0.50$) in order to be considered reliable (Hair et al., 2014; Turner & Carlson, 2003). In addition, the consistency of the research goals, research questions, and variables utilized in the study will be reviewed by the experts to determine whether or not each question in the questionnaire will correspond with the objectives.

$$IOC = \frac{\sum R}{N}$$

IOC = Item Objective Congruence

R = Scores from experts

$\sum R$ = Sum of scores from experts

N = Number of experts

The expert's criteria for scoring the question in the questionnaire are defined as follows:

- +1 The questionnaire is congruent
- 0 The questionnaire is uncertain with the congruence
- 1 The questionnaire is not congruent

Three experts verifying the content validity were:

1. Assistant Professor, Supaporn Prasongthan Ph.D.,
Lecturer in the Department of Tourism and Hospitality Industry,
Faculty of Humanities, Kasetsart University

2. Thanavutd Chutipongdech, Ph.D.,
Lecturer in Sports and Management, Faculty of Sports Science,
Chulalongkorn University

3. Chatuporn Chullanandana,
Flight Purser/Cabin Crew Instructor / Cabin Crew Inspector,
A full-service airline in Thailand

After three experts scoring all 48 items in the questionnaire, the items that had an IOC score higher than or equal to 0.5 were reserved. However, those items with scores lower than 0.5 were revised and after reevaluated, IOC scores were

between 0.66-1.00 which were considered congruent with criteria and employed as a research tool in this study.

3.8.2.4 Reliability Test

The reliability of the amended questionnaire will be evaluated with 30 respondents who are not part of the sample group in order to determine if it communicates the content in accordance with the researcher's purposes, as well as the appropriateness and comprehension of the questions. The reliability research will be performed using the Alpha Coefficient (Cronbach) calculated by the statistical analysis program. Considering the questionnaire has a high correlation coefficient, the reliability level will be high, and the determined value will be greater than 0.8 (Bonett & Wright, 2015; Gavidia & Mariño, 2021; Saidi & Siew, 2019). The resulting value of Cronbach's Alpha was then acquired, and it was 0.96. In light of the fact that the Cronbach's Alpha score for this study above 0.8, the researcher has determined that the questionnaire scale is reliable (Nunnally, 1978; as cited in Peterson, 1994). Therefore, the questionnaire could be employed as a research tool in this study.

3.8.3 Data Collection

The data from the sample group will be obtained by the application of an online questionnaire. The questionnaire will be sent to 120 cabin crew of a full-service airline with a minimum of one year of work experience. They are capable of comprehending and responding to questions in a Thai-language online questionnaire. However, according to the COVID-19 pandemic, an online questionnaire will be the most suitable data collecting tool from the sample group, and it will be the most convenient technique for both respondents and the researcher.

When all of the questionnaires have been completed by the respondents, the information will be verified to determine that it has been gathered accurately and the questions are clearly defined as well as consistent with the objectives and scope of the proposed study.

The Process of Data Collection

1) The permission document for the online questionnaire distribution, which will be issued by the Graduate School of Tourism Management committee of NIDA, will be sent to the director of a full-service airline's cabin operations department in order to collect data from the cabin crew. The permission document will specify the date and time of data collection, as well as the researcher's contact information.

2) It is planned to distribute the questionnaire, which is in the format of a Google form, to the cabin crew via the use of two different online applications: LINE and Facebook, respectively. The director of a full-service airline's cabin operations department will provide permission for the release of cabin crew contact information.

3) The online questionnaire will be distributed to a full-service airline cabin crew members who have a minimum of one year of experience in their current position. The simple random sample approach will be applied, with the computer selecting a name from a list given by the director of a full-service airline's cabin operations department and then randomly selecting it from the list. However, depending on the respondent's degree of consent to participate, some or all of the questions may be answered, while some may not be responded.

4) The appreciation letter will be submitted to the director of a full-service airline's cabin operations department to express gratitude for their assistance in gathering research data from cabin crew.

5) The statistical program will be utilized to analyze the data collected from the sample group.

3.8.4 Data Analysis and Statistics Applied

3.8.4.1 Data Analysis

Several researchers have recommended that in the context of structural equation modeling, the AMOS statistical software are effective approaches to implement. They suggested that a methodology for Structural Equation Modeling (SEM) be established, which may be described for this research as Confirmatory Factor Analysis (CFA) of each variable and structural model evaluation, in addition to the revision structural model (Timothy, 2013, p. 296). Thus, the data analysis in this research will be characterized based on the objectives of the research. The data will be examined employing statistical software with SPSS and the AMOS software.

3.8.4.2 Statistics Applied

Following an extensive examination of the research data, the relevant statistics will be divided into two categories, which are descriptive statistics and inferential statistics. Both will be applied as appropriate approaches.

1) Descriptive statistics will be applied to the concepts or general information from the respondents of this research, in terms of total number, percentage, mean and standard deviation, which were the basic statistics of the study. In order to analyze general data from a sample group, a percentage will be used to interpret the meanings of the data. A standard deviation is a measurement of data variation that is used in combination with the mean. SPSS software will apply to collect respondents' demographic information, for instance gender, age, and work experience.

2) Inferential statistics will be utilized to assess data analysis in order to accomplish the first objective of the research, which is to examine the leadership structures of flight pursers' characteristics, cabin crew experience, and cabin crew engagement. The data analysis regarding the second objective will be conducted to create a structural equation modeling of flight purser's characteristics, cabin crew experience, and cabin crew engagement. The data analysis under the third objective will be conducted to test Structural Equation Modeling of flight purser's

characteristics, cabin crew experience, and cabin crew engagement based on empirical data. To determine the relationship between variables, a structural equation model (SEM) will be used to conduct a comprehensive study on latent variables that are measured by one or more indicators.

3) The Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis (CFA) method will be employed to analyze the data collected from the questionnaire in order to determine the construct validity of the latent variable obtained from the measurement of the construct variable. The connection between survey item answers and underlying theoretical variables that are not explicitly described is measured using factorial models (Meldrum, 2010). In addition, SEM is capable of statistically modeling and evaluating a wide range of characteristics, and as a result, it is becoming the primary technique for quantitatively verifying (or disconfirming) theoretical models (Meldrum, 2010; Schumacker & Lomax, 2010). In SEM, both the measurement and structural models be required to be validated.

In this research, data analysis under the research objectives will be organized to examine the structures of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. If the index value examination satisfies more than one model-fit criteria as shown in table 3.1, it will demonstrate that the measurement model is compatible with the empirical data collected (Schumacker & Lomax, 2010; Timothy, 2013).

Table 3.1 Model-Fit Criteria and Acceptable Fit Interpretation

Model-Fit Criterion	Acceptable Level	Source
Chi-square χ^2/df	< 3.0	Kline, 2011
Goodness of Fit Index (GFI)	>0.90	Schumacker & Lomax, 2010
Adjusted GFI (AGFI)	>0.80	Schumaker & Lomax, 2016
Root-mean square residual (RMR)	<0.05	Byrne, 1998
Comparative Fit Index: CFI	>0.90	Hair et al., 2010
Root-mean-square error of approximation (RMSEA)	Value of 0 .05 to 0.10 indicate close fit	Schumaker & Lomax, 2016
Normed fit index (NFI)	>0.90	Hair et al., 2010

The information gathered from this study will be organized into categories that correspond to the research issues, research objectives, and research hypotheses. Based on the conceptual framework, theoretical framework, and relevant research, analysis values will be utilized to corroborate the findings of the study. The research will employ Confirmatory Factor Analysis (CFA) to analyze the data as follows:

Step1: The Analysis of Moment Structure Program (AMOS) will be applied to create the measurement for the structural equation modeling of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement.

Step2: Testing the research model through integrating information from the SPSS computer program, which contains information on flight pursers leadership characteristics as well as information on cabin crew experience and cabin crew engagement.

Step3: Selection of variables for analysis will be based on the following criteria: minimization history, standard estimates, squared multiple correlations, and modification indices.

Step4: The data analysis for the model assessment will be achieved by applying the software packages SPSS and AMOS.

Step5: If the findings satisfy the Goodness of Fit Statistics for Measurement Model as shown in table 3.1, this will indicate that the structural equation modeling of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement is consistent with empirical data obtained from the literature study.

Step6: If the result does not satisfy the goodness of fit statistics for the measurement model, the researcher will revision the model and modify the relationship between observed variables until the Goodness of Fit Statistics for Measurement Model fulfills the specified criteria and the model is consistent with empirical data (Timothy, 2013, p. 296).

3.9 Research Ethics

This study ensures that the research practices are followed by the general principle of research ethics. According to the Council for International Organizations of Medical Sciences (CIOMS, 2002) in collaboration with the World Health Organization (WHO, 2002), all research relating to human participants should adhere to three fundamental ethical principles: respect for persons, beneficence, and justice. They stated that these fundamentals, which have equivalent moral influence in the abstract, instruct the conscientious preparation of scientific study proposals. However, they may be phrased differently and assigned a different moral value in different contexts, and their

application may result in a variety of alternative conclusions or actions. Therefore, the ethical guidelines are provided to assist researchers in applying these principles to research involving human participants (CIOMS, 2002). The National Research Council of Thailand (NRCT, 2021) stated that respect for persons includes respect for free and informed consent, respect for privacy and confidentiality, and respect for vulnerable people. Beneficence refers to minimizing risk, maximizing benefit, and taking risks that are reasonable in relation to anticipated benefits for the participants. Importantly, examine the risk of a participant's privacy invasion and breach of confidentiality. As well, justice encompasses the processes for selecting study subjects or participants in a fair and equitable manner (NRCT, 2021).

The research proposal and questionnaire were submitted and certified by the Institutional Review Board (IRB) of the National Institute of Development Administration—ECNIDA's Ethics Committee in Human Research. The certificate of approval number is COA No. 2022/0008, and the protocol ID No. is ECNIDA 2022/0010 with the approval date at 10 February 2022 and the expiry date at 9 February 2023.

The consent forms were then presented to the airline from which the researcher intended to obtain authorization to collect data. The researcher employed an online questionnaire and acquired consent from the respondent on the questionnaire's first page; the subject agreed to participate in the research. They are capable of comprehending and responding to questions in a Thai-language online questionnaire. The aims of the survey which are investigate the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. The contents of the questionnaire are divided into four parts as described below:

Part One: Flight pursers leadership characteristics were assessed through cabin crew

Part Two: Cabin crew members were asked questions regarding their work experiences with flight pursers

Part Three: The opinion on cabin crew engagement

Part Four: Suggestions

Part Five: Participants' demographic information, namely, gender, age, and work experience in a year

The researcher is required to obtain permission from you to complete the questionnaire. The researcher genuinely appreciates your involvement in the survey. Your responses and personal information will be kept confidential to prevent contravention of your privacy. All data will be utilized exclusively for this research. There are no risks associated with your participation in research that will adversely affect you or your organization. Your participation is entirely voluntary. You are not obliged to respond to all questions; you may choose to omit any that you consider inappropriate, or you may discontinue at any stage you prefer.

If you have any questions regarding the questionnaire, please contact the researcher through sutisa.kaew@stu.nida.ac.th.

A consent question: Are you a cabin crew member of a full-service airline in Thailand, with at least one year of work experience and your permission to participate in this study? The participant indicated YES or NO by marking the appropriate option.

YES NO

In this chapter, the research framework is established using the ideas and theories gleaned from the literature study. The variables are divided into independent variables that represent the leadership characteristics of flight pursers. The mediating variables, or intermediate variables, of cabin crew experience and the independent variables of cabin crew engagement. The research hypothesis is produced. The research methodology, data collection methods, and statistics used in data analysis are explained in Chapter 3. This leads to more data analysis in Chapter 4 through descriptive and inferential analysis, which is also explained.

CHAPTER 4

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

It is the primary objective of this chapter to present the study's results. A computer program was utilized in order to perform the statistical analysis of the questionnaire responses. The findings comprised personal information of respondents, the scale model level, the analysis results of model components, and the testing of a hypothesis which established on the theory.

The study of A Structural Equation Model of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full-Service Airline in Thailand employed quantitative research as research instrument. The researcher compiled data from 120 sample (Hair et al., 2010) to analyze the structural relationship and test the structural equation model against the empirical data of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand. Therefore, to ensure that the study findings accomplish the objectives, the researcher divided the data analysis of quantitative research into 6 parts as follows:

4.2.1 Analysis of the general data of the questionnaire respondents

4.2.2 Opinions of the analysis of Flight Purser Leadership

4.2.3 Opinions of the analysis of Cabin Crew Experience

4.2.4 Opinions of the analysis of Cabin Crew Engagement

4.2.5 Confirmatory Factor Analysis (CFA)





4.2.5.1 Confirmatory Factor Analysis of Cabin Crew Experience

4.2.5.2 Confirmatory Factor Analysis of Cabin Crew Engagement

4.2.5.3 Analysis of the covariance between the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement

4.2.6 Analysis of Structural Equation Model (SEM) of Flight Purser Leadership, Cabin Crew Engagement, and Cabin Crew Engagement

In order to facilitate simple comprehension of the presentation of the study's findings and the data analysis contained within this chapter, the researcher provided the following definitions for the symbols that would be used to symbolize the signs of the analysis of the structural equation model and the meaning that would be used to replace the statistics and variables that were presented:

	represents	Latent Variable
	represents	Observed Variable
	represents	Causal relationship by which the variable at the tip of the arrow causes direct change to the variable at the arrowhead
	represents	Relationship or variance of variable without knowing the direction of the cause
\bar{X}	means	Mean
S.D.	means	Standard Deviation
n	means	Sample size
CV	means	Coefficient of Variation
SE	means	Standard error
SK	means	Skewness
KU	means	Kurkosis

df	means	Degree of Freedom
B	means	Beta Coefficient
χ^2/df	means	Chi-square/statistic comparing the tested model and the independent model with the dependent model
R^2	means	Coefficient of determination
P-Value	means	Probability
GFI	means	Goodness of Fit Index
AGFI	means	Adjust Goodness of Fit Index
CFI	means	Comparative Fit Index
NFI	means	Normal Fit Index
RMR	means	Root Mean Square Residual
RMSEA	means	Root Mean Square Error of Approximation
Flight Purser Leadership	means	Latent Variable of Flight Purser Leadership
Cabin Crew Experience	means	Latent Variable of Cabin Crew Experience
Cabin Crew Engagement	means	Latent Variable of Cabin Crew Engagement
MO	means	Moral Leadership
EF	means	Efficacy Leadership
ME	means	Mentoring Leadership
EN	means	Encouragement of Self Initiation Leadership
IN	means	Idealized Influence Leadership
PH	means	Physical Experience
EM	means	Emotional Experience

L_E	means	Learning Experience
VI	means	Vigor
DE	means	Dedication
AB	means	Absorption
IP	means	Increased Job Performance

4.2 Data Analysis of Quantitative Research

4.2.1 Analysis of the general data of the questionnaire respondents

The data analysis of the questionnaire respondents consisted of the status of gender, age, education, and working experience.

Table 4.1 Number and Percentage of the Sample Divided by the Status of the Questionnaire Respondent

Demographic profile	Frequency	Percentage%
Gender		
Males	32	26.7
Females	88	73.3
Age		
Gen X born between 1965-1979	5	4.2
Gen Y born between 1980-1992	112	93.3
Gen Z born in 1993-present	3	2.5
Education		
B.A. Degree	98	81.7
M.A. Degree or higher	22	18.3
Working experience		
1-3 years	1	0.8
3-5 years	6	5.0
5-8 years	39	32.5
Over 8 years	74	61.7

Based on Table 4.1, there were 120 questionnaire respondents (n=120). It was found that most were females with 88 females or 73.3% and 32 males or 26.7%; 112 respondents were Gen Y born between 1980-1992 or 93.3% and 5 respondents were Gen

X born between 1965-1979 or 4.2%; and 3 respondents were Gen Z born in 1993-present or 2.5%; 98 respondents graduated with B.A. Degree, or 81.7% and 22 respondents graduated with M.A. Degree or higher or 18.3%; 74 respondents with working experience of over 8 years or 61.1%. followed by 39 respondents with working experience of 5-8 years or 32.50%; 6 respondents with working experience of 3-5 years or 5.0%; and 1 respondent with working experience of 1-3 years or 0.8% respectively.

4.2.2 Opinions of the analysis of Flight Purser Leadership

The analysis of Flight Purser Leadership consisted of Moral Leadership, Efficacy Leadership, Mentoring Leadership, Encouragement of Self Initiation Leadership, and Idealized Influence Leadership and presented the data as Mean and Standard Deviation to explain the main meaning with the criteria used to interpret the arithmetic mean divided into 5 levels as follows:

Levels of average scores		Interpretation
1.00 – 1.80	means	Lowest level of agreement
1.81 – 2.60	means	Low level of agreement
2.60 – 3.40	means	Moderate level of agreement
3.41 – 4.20	means	High level of agreement
4.21 – 5.00	means	Highest level of agreement

The measure of variability through the criteria of the measurement of the skewness and the kurtosis was between ± 3 which was in the space of the normal data distribution. The consideration of the distribution of the skewness of each variable revealed that the value was in the range between -2.906 and 2.806 with the value not exceeding ± 3 which was acceptable at the level of reliability of 0.05 (Hair.Jr. et al., 2006) (Details in Tables 4.2-4.13).

Table 4.2 Mean and Standard Deviation of Moral Leadership

Moral Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
1 <u>Fairness</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.708	0.614	-2.399	2.132	Highest	3
2 <u>Attention towards cabin crew and colleagues</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.792	0.483	-2.313	2.714	Highest	2
3 <u>Respect for cabin crew and colleagues</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.908	0.317	-3.636	2.804	Highest	1
4 <u>Sacrifice</u> would enable cabin crew of full-time airline in Thailand to reap positive experience at work	4.392	0.823	-1.026	-.171	Highest	4
Total	4.700	0.416	-1.582	2.486	Highest	

Based on Table 4.2, the opinions of Moral Leadership overall were at the highest level. In terms of each item, the questionnaire respondents agreed that respect for cabin crew and colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work was rated the highest (\bar{X} =4.908, S.D.= 0.317), followed by attention towards cabin crew and colleagues would enable cabin crew of full-service

airline in Thailand to reap positive experience at work ($\bar{X}=4.792, S.D.=0.483$), fairness would enable cabin crew of full-service airline in Thailand to reap positive experience at work ($\bar{X}=4.708, S.D.=0.614$) and sacrifice would enable cabin crew of full-service airline in Thailand to reap positive experience at work ($\bar{X}=4.392, S.D.=0.823$) respectively.

Table 4.3 Mean and Standard Deviation of Efficacy Leadership

Efficacy Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
5 <u>Knowledge and expertise in performing duties</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.758	0.467	-1.713	2.055	Highest	3
6 <u>Patience in performing duties</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.567	0.645	-1.209	0.314	Highest	4
7 <u>Skills and adaptation according to situations to effectively solve problems</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.917	0.306	-2.906	2.143	Highest	1
8 <u>Ability of prioritization to solve problems</u> would enable cabin crew of full-service in Thailand to reap positive experience at work	4.833	0.396	-2.216	2.126	Highest	2
Total	4.775	0.330	-1.866	2.156	Highest	

Based on Table 4.3, the opinions of Efficacy Leadership overall were at the highest level. In terms of each item, it was found that the questionnaire respondents agreed that skills and adaptation to situations to effectively solve problems would enable cabin crew in full-service airline in Thailand to reap experience at work was rated the highest (\bar{X} =4.917, S.D.=0.306), followed by ability of prioritization to solve problems would enable cabin crew in full-service airline in Thailand to reap positive experience at work (\bar{X} =4.833, S.D.=0.396), knowledge and expertise in performing duties would enable crew cabin in full-service airline in Thailand to reap positive experience at work (\bar{X} =4.758, S.D.=0.467) and patience in performing duties would enable cabin crew in full-service airline in Thailand to reap positive experience at work (\bar{X} =4.567, S.D.=0.645), respectively.

Table 4.4 Mean and Standard Deviation of Mentoring Leadership

Mentoring Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
9 <u>Recognition of good relationship with colleagues</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.733	0.498	-1.675	1.976	Highest	1
10 <u>Guidance of clear working procedure</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.658	0.542	-1.305	.764	Highest	2

Mentoring Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
11 <u>Assistance during work</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.642	0.619	-1.530	1.199	Highest	3
12 <u>Independence to solve problems by oneself</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.450	0.659	-1.156	1.698	Highest	4
Total	4.621	0.409	-1.062	0.363	Highest	

Based on Table 4.4, the opinions of Mentoring Leadership overall were at the highest level. In terms of each item, it was found that the questionnaire respondents agreed that good relationship with colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work was rated the highest (\bar{X} =4.733, S.D.= 0.498, followed by the guidance of clear procedures to perform duties would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.658,S.D.= 0.542), assistance during work would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.642,S.D.= 0.619)and independence to solve problems by oneself would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.450,S.D.=0.659) respectively.

Table 4.5 Mean and Standard Deviation of Encouragement of Self Initiation

Leadership						
Encouragement of Self Initiation Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
13 <u>Listening to colleagues with an open mind</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.783	0.434	-1.703	1.766	Highest	1
14 Pursers <u>focus on warning rather than reporting on cabin crew</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.775	0.510	-2.629	2.258	Highest	2
15 Pursers <u>promote creativity in service design</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.417	0.762	-1.449	2.772	Highest	4
16 Pursers <u>encourage and applaud creativity</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.667	0.626	-2.119	2.866	Highest	3
Total	4.663	0.445	-1.509	2.083	Highest	

Based on Table 4.5, the opinions of Encouragement of Self Initiation Leadership overall were at the highest level. In terms of each item, it revealed that the questionnaire respondents agreed that listening to colleagues with an open mind would enable cabin crew of full-service airline in Thailand to reap positive experience at work was rated the highest (\bar{X} =4.783, S.D.= 0.434), followed by purser focused on warning rather than reporting on cabin crew would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.775,S.D.= 0.510), purser encouraged and applauded creativity would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.667,S.D.= 0.626) and promote creativity in service design would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.417,S.D.= 0.762) respectively.

Table 4.6 Mean and Standard Deviation of Idealized Influence Leadership

	Idealized Influence Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
17	<u>Role model of behavior and good manners</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.625	0.609	-1.402	0.899	Highest	2
18	<u>Role model of dress code</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.458	0.766	-1.684	2.604	Highest	4
19	<u>Role model in decision-making</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.800	0.442	-2.097	2.746	Highest	1

	Idealized Influence Leadership	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
20	<u>Role model to develop additional skills and knowledge</u> would enable cabin crew of full-service airline in Thailand to reap positive experience at work	4.617	0.638	-1.636	2.309	Highest	3
	Total	4.625	0.512	-1.604	2.369	Highest	

Based on Table 4.6, the opinions of Idealized Influence Leadership overall were at the highest level. In terms of each item, the questionnaire respondents agreed that role model in decision-making would enable cabin crew of full-service airline in Thailand to reap positive experience at work was rated the highest (\bar{X} =4.800, S.D.=0.442), followed by role model of behavior and good manners would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.625, S.D.=0.609), role model to develop additional skills and knowledge would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.617, S.D.=0.638) and role model of dress code would enable cabin crew of full-service airline in Thailand to reap positive experience at work (\bar{X} =4.458, S.D.=0.766) respectively.

4.2.3 Opinions of Cabin Crew Experience

The analysis of Cabin Crew Experience consisted of Physical Experience, Emotional Experience, and Learning Experience and presented the data results as Mean and Standard Deviation to explain the main meaning with the criteria used to interpret the arithmetic mean divided into 5 levels as follows (Tables 4.7-4.9):

Levels of average scores		Interpretation
1.00 – 1.80	means	Lowest level of agreement
1.81 – 2.60	means	Low level of agreement
2.60 – 3.40	means	Moderate level of agreement
3.41 – 4.20	means	High level of agreement
4.21 – 5.00	means	Highest level of agreement

Table 4.7 Mean and Standard Deviation of Cabin Crew Experience on Physical Experience

Physical Experience	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
21 <u>Arrangement of appropriate rest for overnight and long-distance flights</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.633	0.634	-1.723	2.592	Highest	4
22 <u>Appropriately assigned position, duty, and workload</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.633	0.621	-1.701	2.692	Highest	3
23 <u>Awareness of cabin crew safety during work</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.817	0.485	-2.691	2.510	Highest	1
24 <u>Awareness of cabin crew safety during overnight stay at different station</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.717	0.568	-1.898	2.591	Highest	2
Total	4.700	0.494	-1.999	2.024	Highest	

Based on Table 4.7, the opinions of Physical Experience overall were at the highest level. In terms of each item, it revealed that the questionnaire respondents

agreed that awareness of cabin crew safety during work would ensure cabin crew of full-service airline in Thailand of its engagement was rated the highest (\bar{X} =4.817, S.D.=0.485), followed by awareness of cabin crew safety during overnight stay at different station would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.717, S.D.= 0.568), arrangement of appropriate rest for overnight and long-distance flights would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.633, S.D.=0.621) and arrangement of appropriate rest for overnight and long-distance flights would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.717, S.D.= 0.568) respectively.

Table 4.8 Mean and Standard Deviation of Cabin Crew Experience on Emotional Experience

	Emotional Experience	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
	<u>Opportunity to express opinions</u> would ensure						
25	cabin crew of full-service airline in Thailand of its engagement	4.742	0.510	-1.859	2.680	Highest	3
	<u>Respect from colleagues</u> would ensure cabin crew						
26	of full-service airline in Thailand of its engagement	4.733	0.530	-1.888	2.730	Highest	4
	<u>Warm and friendly working environment</u> would ensure cabin crew						
27	of full-service airline in Thailand of its engagement	4.875	0.357	-2.847	2.868	Highest	1

	Emotional Experience	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
28	Mutual assistance would ensure cabin crew of full-service airline in Thailand of its engagement	4.842	0.410	-2.610	2.505	Highest	2
	Total	4.798	0.361	-2.227	2.937	Highest	

Based on Table 4.8, the opinions of Emotional Experience overall were at the highest level. In terms of each item, it revealed that the questionnaire respondents agreed that the warm, friendly working environment would ensure cabin crew of full-service airline in Thailand of its engagement was rated the highest ($\bar{X}=4.875$, S.D.= 0.357), followed by mutual assistance would ensure cabin crew of full-service airline in Thailand of its engagement ($\bar{X}=4.842$, S.D.= 0.410), opportunity of expressions would ensure cabin crew of full-service airline in Thailand of its engagement ($\bar{X}=4.742$, S.D.= 0.510) and respect from colleagues would ensure cabin crew of full-service airline in Thailand of its engagement ($\bar{X}=4.733$, S.D.= 0.530) respectively.

Table 4.9 Mean and Standard Deviation of Cabin Crew Experience on Learning Experience

Learning Experience	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
<u>Explanation of working procedure that was correct and easy to</u>						
29 <u>understand</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.733	0.514	-1.794	2.423	Highest	1
<u>Feedback from work</u>						
30 would ensure cabin crew of full-service airline in Thailand of its engagement	4.550	0.633	-1.100	.131	Highest	4
<u>Technical guidance provided to manage passengers when</u>						
31 <u>problems arose</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.625	0.595	-1.350	.813	Highest	3
<u>Explanation provided, information sharing, update on Safety and</u>						
32 <u>Service</u> would ensure cabin crew of full-service airline in Thailand of its engagement	4.700	0.528	-1.559	1.561	Highest	2
	4.652	0.490	-1.496	1.941	Highest	

Based on Table 4.9, the opinions of Learning Experience overall were at the highest level. In terms of each item, the questionnaire respondents agreed that the explanation of working procedure that was correct and easy to understand would ensure cabin crew of full-service airline in Thailand of its engagement was rated the highest (\bar{X} =4.733, S.D.= 0.514), followed by the explanation provided, information sharing, update on Safety and Service would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.700,S.D.= 0.528), technical guidance provided to manage passengers when problems arose would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.625,S.D.= 0.595) and Feedback from work would ensure cabin crew of full-service airline in Thailand of its engagement (\bar{X} =4.550,S.D.= 0.633) respectively.

4.2.4 Opinions of Cabin Crew Engagement

The analysis of Cabin Crew Engagement consisted of Vigor, Dedication, Absorption, and Increased Job Performance and presented the data results as Mean and Standard Deviation to explain the main meaning with the criteria used to interpret the arithmetic mean divided into 5 levels as follows (Tables 4.10-4.13):

Levels of average scores		Interpretation
1.00 – 1.80	means	Lowest level of agreement
1.81 – 2.60	means	Low level of agreement
2.60 – 3.40	means	Moderate level of agreement
3.41 – 4.20	means	High level of agreement
4.21 – 5.00	means	Highest level of agreement

Table 4.10 Mean and Standard Deviation of Cabin Crew Engagement on Vigor

	Vigor	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
33	Good work experience would ensure cabin crew of full-service airline in Thailand of its <u>enthusiasm</u> at work	4.675	0.596	-1.677	1.725	Highest	3
34	Good work experience would ensure cabin crew of full-time airline in Thailand of its <u>vigor when faced with problems and succeeded in solving them</u>	4.610	0.612	-1.319	.679	Highest	4
35	Good work experience would ensure cabin crew of full-service airline in Thailand of its <u>good humor and willingness to work</u>	4.760	0.518	-2.091	2.576	Highest	2
36	Good work experience would ensure that cabin crew of full-service airline in Thailand wanted <u>interaction with colleagues and teamwork</u>	4.790	0.500	-2.408	2.046	Highest	1
		4.708	0.473	-2.037	2.166	Highest	

Based on Table 4.10, the opinions of Vigor overall were at the highest level. In terms of each item, the questionnaire respondents agreed that good work experience would ensure that cabin crew of full-service airline in Thailand wanted interaction with

colleagues and teamwork was rated the highest (\bar{X} =4.790, S.D.=0.500), followed by good work experience would ensure cabin crew of full-service airline in Thailand of its good humor and willingness to work (\bar{X} =4.760,S.D.= 0.518), good work experience would ensure cabin crew of full-service airline in Thailand of its enthusiasm at work (\bar{X} =4.675,S.D.= 0.596) and good work experience would ensure cabin crew of full-service airline in Thailand when faced with problems and succeeded in solving them (\bar{X} =4.610,S.D.= 0.612) respectively.

Table 4.11 Mean and Standard Deviation of Cabin Crew Engagement on Dedication

	Dedication	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
37	Good work experience would ensure cabin crew of full-service airline in Thailand to be <u>proud to work with the organization</u>	4.660	0.615	-1.621	1.472	Highest	2
38	Good work experience would ensure cabin crew of full-service airline in Thailand to be <u>willing to provide services to passengers to the best of ability</u>	4.670	0.613	-1.891	2.377	Highest	1
39	Good work experience would ensure cabin crew of full-service airline in Thailand to <u>volunteer in the organization's activities</u>	4.150	1.018	-1.133	.786	Highest	4

	Dedication	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
40	Good work experience would ensure cabin crew of full-service airline in Thailand to <u>participate in defending the organization's prestige</u>	4.460	0.732	-1.094	.228	Highest	3
	Total	4.483	0.604	-.984	-.092	Highest	

Based on Table 4.11, the opinions of Dedication overall were at the highest level. In terms of each item, the questionnaire respondents agreed that good work experience would ensure that cabin crew of full-service airline in Thailand were willing to provide services to passengers to the best of ability was rated the highest (\bar{X} =4.670, S.D.=0.613), followed by good work experience would ensure cabin crew of full-service airline in Thailand to be proud to work in the organization (\bar{X} =4.660,S.D.= 0.615), good work experience would ensure cabin crew of full-service airline in Thailand to participate in defending the organization's prestige (\bar{X} =4.460,S.D.= 0.732) and good work experience would ensure cabin crew of full-service airline in Thailand to volunteer in the organization's activities (\bar{X} =4.150,S.D.= 1.018) respectively.

Table 4.12 Mean and Standard Deviation of Cabin Crew Engagement on Absorption

	Absorption	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
41	Good work experience would ensure cabin crew of full-service airline in Thailand to <u>have strong tie</u>	4.630	0.623	-1.444	.955	Highest	4

	Absorption	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
	<u>with profession and assigned duty</u>						
	Good work experience would ensure cabin crew of full-service airline in Thailand of its <u>enthusiasm in assigned work</u>						
42		4.650	0.589	-1.483	1.190	Highest	3
	Good work experience would ensure cabin crew of full-service airline in Thailand to be <u>happy and enjoy work</u>						
43		4.690	0.591	-2.027	2.139	Highest	1
	Good work experience would ensure that cabin crew of full-service airline in Thailand <u>felt that time flied while working every day</u>						
44		4.680	0.580	-1.678	1.807	Highest	2
	Total	4.663	0.506	-1.763	2.883	Highest	

Based on Table 4.12, the opinions of Absorption overall were at the highest level. In terms of each item, the questionnaire respondents agreed that good work experience would ensure cabin crew of full-service airline in Thailand to be happy and enjoy work was rated the highest (\bar{X} =4.690, S.D.= 0.591), followed by good work experience would ensure that cabin crew of full-service airline in Thailand felt time flied while working everyday (\bar{X} =4.680,S.D.=0.580), good work experience would ensure cabin crew of full-service airline in Thailand of its dedication in assigned work (\bar{X} =4.650,S.D.= 0.589) and good work experience would ensure cabin crew of full-service

airline in Thailand to have strong tie with profession and assigned duty (\bar{X} =4.630,S.D.=0.623) respectively.

Table 4.13 Mean and Standard Deviation of Cabin Crew Engagement on Increased Job

Performance							
	Increased Job Performance	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
45	Good work experience would ensure that cabin crew of full-service airline in Thailand <u>planned to continuously study and develop skills on Safety</u>	4.430	0.695	-.980	.323	Highest	3
46	Good work experience would ensure that cabin crew of full-service airline in Thailand <u>planned to continuously undergo training and develop skills in service</u>	4.490	0.674	-1.144	.792	Highest	2
47	Good work experience would ensure that cabin crew of full-service airline in Thailand <u>placed importance on assigned duty</u>	4.630	0.579	-1.332	.808	Highest	1
48	Good work experience would ensure that cabin crew of full-service airline in Thailand <u>planned to develop other additional useful skills</u>	4.400	0.738	-.924	-.090	Highest	4

Increased Job Performance	\bar{X}	S.D.	SK	KU	Inter-pretation	Rank
Total	4.490	0.590	-.960	.017		

Based on Table 4.13, the opinions of Increased Job Performance overall were at the highest level. In terms of each item, the questionnaire respondents agreed that good work experience would ensure that cabin crew of full-service airline in Thailand placed importance on assigned duty was rated the highest (\bar{X} =4.630, S.D.= 0.579), followed by good work experience would ensure that cabin crew of full-service airline in Thailand wanted to continuously undergo training and develop skills in service (\bar{X} =4.490, S.D.= 0.674), good work experience would ensure that cabin crew of full-service airline in Thailand wanted to continuously study and develop skills on Safety (\bar{X} =4.490, S.D.= 0.695) and good work experience would ensure that cabin crew of full-service airline in Thailand wanted to planned to develop other additional useful skills (\bar{X} =4.400, S.D.= 0.738) respectively.

4.2.5 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis, which was created in the 1960s by Karl G. Joreskog, is particularly significant in SEM applications since it is utilized to test the measurement model. (Indranarain, 2017). In addition, they stated that the purpose of the measurement model is to evaluate the connection between a latent variable and its associated observed variables. There are various software programs that recommend SEM applications. However, AMOS software is extensively utilized in SEM (Indranarain, 2017). In this study, the researcher analyzed factors applying AMOS software version 21.0.

The Confirmatory Factor Analysis (CFA) consisted of Observed Variable or, in Measurement Model, Indicator Variable and Latent Variable which were the models

used to analyze the factors. Most were analyzed in order to confirm the variables and to see if the Latent Variable had the Observed Variable as the indicator in which issue and if it could be measured. It meant the ability to have many Observed Variables to measure the Latent Variable and analyze the components. The researcher determined the criteria of the statistics used to analyze the congruence in the case of the analysis of the Structural Equation Model (SEM) as in Table 4.14.

Table 4.14 Criteria of the index for comparative assessment

Index	Value in between	According to the theory and information	Acceptance of the hypothesis with the value
χ^2/df statistic comparing the tested model and the independent model with the dependent model	<3	Kline, 2011	Not exceeding 3
Goodness of Fit Index: GFI	0 to 1	Schumaker & Lomax, 2010	>0.90
Adjust Goodness of Fit Index: AGFI	0 to 1	Schumaker & Lomax, 2016	>0.80
Comparative Fit Index: CFI	0 to 1	Hair, 2010	>0.90
Normal Fit Index: NFI	0 to 1	Hair, 2010	>0.90
Root Mean Square Residual: RMR	0 to 1	Byrne, 1998	<0.05
Root Mean Square Error of Approximation: RMSEA	0.05 to 0.10	Schumaker & Lomax, 2016	<0.10

The results of the figures in Table 4.14 were used as the criteria to compare the congruence against the empirical data. The figures would confirm the results from the analysis of the Structural Equation Model (SEM).

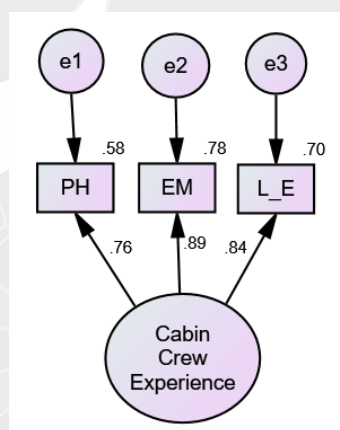
As for the Confirmatory Factor Analysis in this part, the researcher conducted the study of 2 Latent Variables consisting of variable of Cabin Crew Experience and

variable of Cabin Crew Engagement. The results of the analysis were under the topics 4.2.5.1-4.2.5.2.

4.2.5.1 Analysis of Cabin Crew Experience

The results of the Confirmatory Factor Analysis (CFA) on Cabin Crew Experience: A Perspective of Full - Service Airline in Thailand used the software program of IBM SPSS Amos Version 21.0 as shown in Figures 4.1 -4.2.

Measurement Model of Cabin Crew Experience (n=120)



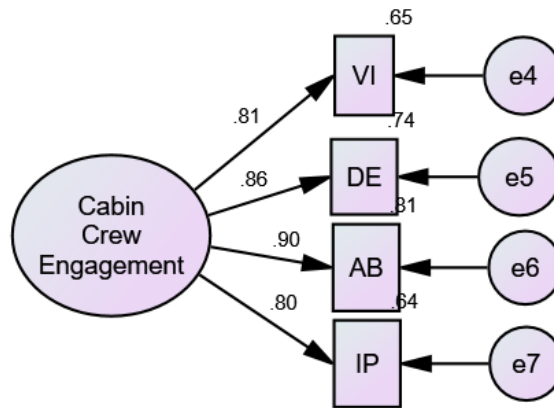
$\chi^2/df=0.000$, $df=0$, $P=0.000$, $GFI=1.000$, $AGFI=1.000$, $RMR=0.000$, $RMSEA=0.000$

Figure 4.1 Results of Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience (before model modification)

The results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience, when considering the congruence of the model from the statistics of the measurement criteria, it would not be possible to analyze the index criteria. So, the researcher analyzed the variable with covariance to investigate the covariance as in item 4.2.5.3.

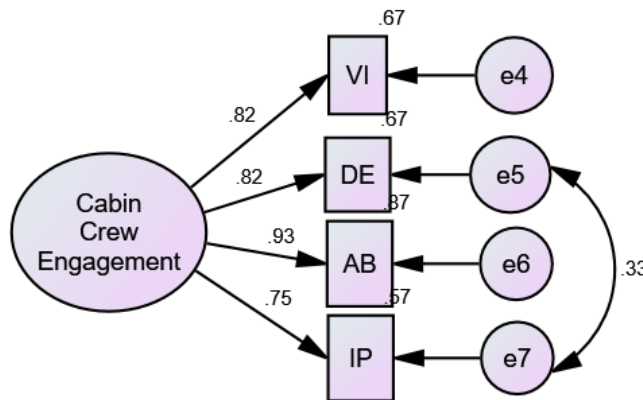
4.2.5.2 Confirmatory Factor Analysis (CFA) of Cabin Crew Engagement

Measurement Model of Cabin Crew Engagement (n=120)



$\chi^2/df= 7.921$, $df = 2$, $P = 0.019$, $GFI = 0.965$, $AGFI = 0.827$, $RMR = 0.008$, $RMSEA=0.158$

Figure 4.2 Results of the Confirmatory Factor Analysis (CFA) of Measurement Model of Cabin Crew Engagement before model modification



$\chi^2/df= 0.013$, $df = 1$, $P = 0.910$, $GFI = 1.000$, $AGFI = 0.999$, $RMR = 0.000$, $RMSEA=0.000$

Figure 4.3 Results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Engagement after model modification

The results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Engagement, when considering the congruence of the model from the statistics of the measurement criteria during analysis, it revealed that the Chi-square had no statistical significance ($P > 0.05$) (Kline, 2011). It meant that the model and the data analysis were not congruent with the set criteria. As for the index set at the level higher than 0.90 (Schumacker & Lomax, 2010), it revealed that GFI = 0.965, AGFI = 0.827. As for the index set at the level lower than 0.05 (Byrne, 1998), it revealed that RMR = 0.008, RMSEA = 0.0158 which passed some criteria. Therefore, the model was modified.

The investigation of the validity of the Measurement Model of Cabin Crew Engagement revealed that the Factor loading of the total of 4 indices was positive by prioritizing the indices of Cabin Crew Engagement from the most important to the least important namely Absorption (Factor loading = 0.93) with the covariance with Cabin Crew Engagement 81.0%, followed by Vigor and Dedication (Factor loading = 0.82) with the covariance with Cabin Crew Engagement 67.0%, and Increased Job Performance which was the least of Cabin Crew Engagement (Factor loading = 0.75) with the covariance with Cabin Crew Engagement 57.0% respectively. The Observed Variable used to measure the Cabin Crew Engagement did not have the factor loading not lower than 0.4 and could measure all 4 indices. The results of the data analysis before model modification were as follows:

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	8	7.921	2	.019	3.960
Saturated model	10	.000	0		
Independence model	4	322.562	6	.000	53.760

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.008	.965	.827	.193
Saturated model	.000	1.000		
Independence model	.162	.397	-.005	.238

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.975	.926	.982	.944	.981
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.333	.325	.327
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	5.921	.704	18.617
Saturated model	.000	.000	.000
Independence model	316.562	261.412	379.125

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.067	.050	.006	.156
Saturated model	.000	.000	.000	.000
Independence model	2.711	2.660	2.197	3.186

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.158	.054	.280	.045
Independence model	.666	.605	.729	.000

Figure 4.4 Model Fit Summary of Cabin Crew Engagement

Table 4.15 Modification Indices

	Relation	M.I.	Par Change
e ₅ <- e ₇	DE<>IP	4.995	4.995

Based on Table 4.15, it was found that the variables had common relationship with other variables by modifying the highest MI and the second highest to investigate the congruence of model. The first variable modifier (e₅ <> e₇) had the value of MI=4.995. Investigation was conducted again until the congruence of index was reached as in Table 4.16.

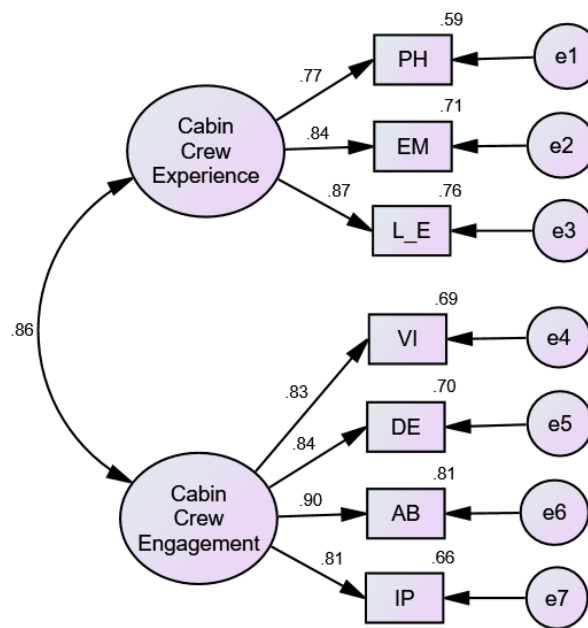
Table 4.16 Comparison results of the criteria of index

Index	Acceptance of the hypothesis with the value	Model according to conceptual framework	Modified model
χ^2/df statistic comparing the tested model and the independent model with the dependent model	Not exceeding 3	7.921	0.910
Goodness of Fit Index: GFI	>0.90	0.965	1.000
Adjust Goodness of Fit Index: AGFI	>0.80	0.827	0.999
Comparative Fit Index: CFI	>0.90	0.981	1.000
Normal Fit Index: NFI	>0.90	0.975	1.000
Root Mean Square Residual: RMR	<0.05	0.008	0.000
Root Mean Square Error of Approximation: RMSEA	<0.10	0.158	0.000

It could be seen that each component of the Measurement Model of the 4 indices of Cabin Crew Engagement: A Perspective of Full-Service Airline in Thailand had the appropriate criteria which could be used to analyze the Structural Equation

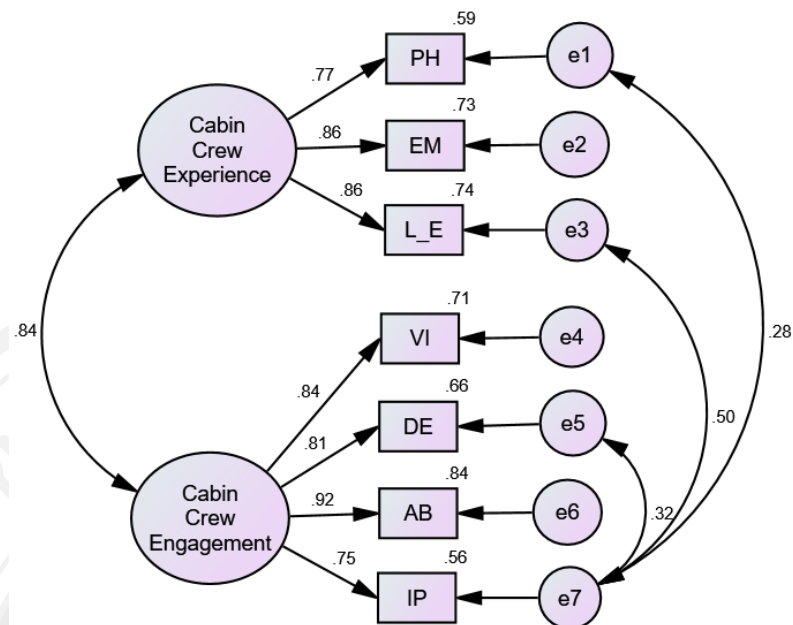
Model (SEM). The reason was because the Factor loading was from 0.4 upwards with statistical significance.

4.2.5.3 Analysis of the covariance between the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement



$\chi^2/df=3.334$, $df=13$, $P=0.000$, $GFI=0.914$, $AGFI=0.815$, $RMR=0.022$, $RMSEA=0.140$

Figure 4.5 Results of Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement before model modification



$\chi^2/df = 1.144$, $df = 10$, $P = 0.3240$, $GFI = 0.973$, $AGFI = 0.925$, $RMR = 0.009$, $RMSEA = 0.035$

Figure 4.6 Results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement after model modification

The results of the Confirmatory Factor Analysis (CFA) of the Measurement Model of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement, when considering the congruence of the model from the statistics of the measurement criteria during analysis, revealed that Chi-square had no statistical significance ($P > 0.05$). It meant that the model and the data analysis were not consistent with the set criteria (Kline, 2011). As for the index set at the level of over 0.90 (Schumacker & Lomax, 2010), it revealed that $GFI = 0.973$, $AGFI = 0.925$. As for the index set at the level of lower than 0.05 (Byrne, 1998), it revealed that $RMR = 0.009$, $RMSEA = 0.035$ which passed some set criteria. So, the model was modified.

The results of the data analysis before model modification were as follows:

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	43.337	13	.000	3.334
Saturated model	28	.000	0		
Independence model	7	638.491	21	.000	30.404

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.022	.914	.815	.424
Saturated model	.000	1.000		
Independence model	.279	.283	.044	.212

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.932	.890	.951	.921	.951
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.619	.577	.589
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	30.337	14.045	54.224
Saturated model	.000	.000	.000
Independence model	617.491	538.718	703.676

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.364	.255	.118	.456
Saturated model	.000	.000	.000	.000
Independence model	5.365	5.189	4.527	5.913

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.140	.095	.187	.001
Independence model	.497	.464	.531	.000

Figure 4.7 Model Fit Summary of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement

Table 4.17 Modification Indices

		M.I.	Par Change
e4 <-->	Cabin_Crew_Experience	4.045	.050
e7 <-->	e4	4.958	-.022
e5 <-->	Cabin_Crew_Experience	5.374	-.072
e5 <-->	e7	6.294	.030
e3 <-->	e7	11.085	.107
e2 <-->	e7	9.471	-.023

Based on Table 4.17, it was found that the variables had common relationship with other variables by modifying the highest and the second highest MI to investigate the congruence of the model. The first modified model was (e3 \diamond e7) which had the value of MI=11.085. The investigation of the results was conducted again until the congruence of the index was reached as in Table 4.17.

Table 4.18 Comparison results of the criteria of the index

Index	Acceptance of the hypothesis with the value	Model according to conceptual framework	Modified model
χ^2/df statistic comparing the tested model and the independent model with the dependent model	Not exceeding 3	3.334	1.144
Goodness of Fit Index: GFI	>0.90	0.914	0.973
Adjust Goodness of Fit Index: AGFI	>0.80	0.815	0.925
Comparative Fit Index: CFI	>0.90	0.951	0.998
Normal Fit Index: NFI	>0.90	0.932	0.982
Root Mean Square Residual: RMR	<0.05	0.022	0.009
Root Mean Square Error of Approximation: RMSEA	<0.10	0.140	0.035

It could be seen that each component of the Measurement Model of the 7 indices of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement: A Perspective of Full-Service Airline in Thailand was appropriate and could be used to analyze the Structural Equation Model (SEM). The reason was because the Factor loading was 0.4 upwards and with statistical significance.

4.2.6 Analysis of Structural Equation Model (SEM) of Flight Purser

Leadership, Cabin Crew Experience, and Cabin Crew Engagement

The analysis of Structural Equation Model (SEM) of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand to test the causal relationship between Flight Purser Leadership,

Cabin Crew Experience, and Cabin Crew Engagement with the software program IBM SPSS and Amos Version 21.0. The testing of the hypothesis must investigate the relationship of Independent Variables used to measure or test the Observed Variables whether they were too much or too little and whether the Multicollinearity would take place. The testing was as follows:

4.2.6.1 The testing of the relationship of the Observed Variables based on KMO and Bartlett's Test of Sphericity

The testing of the relationship of the Observed Variables based on KMO and Bartlett's Test of Sphericity aimed to show the results of the independence of each factor from the testing of the relationship of the Observed Variables in order to estimate the parameter of the structural equation of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement as shown in Table 4.19.

Table 4.19 Results of the testing of the relationship of Observed Variables with KMO and Bartlett's Test of Sphericity

Statistics of the testing of relationship of variables	Acquired statistics
Kaiser-Mefer-Olkin Measure of Sampling Adequacy: KMO	.912
Bartlett's test of Sphericity	Approx. Chi-square
	1006.602
	df
	66
	Sig.
	0.000

Based on Table 4.19, the results of the analysis of Kaiser-Mefer-Olkin Measure of Sampling Adequacy: KMO = the value of which should not be lower than 0.6 (Hair et al., 1995) with the results of the analysis KMO = 0.912, Sig. = 0.000. It could be summarized that the Observed Variables were not the identity matrix which could

be used to analyze the factors. The testing of Bartlett's Test of Sphericity was Sig. < 0.05. The KMO should not be lower than 0.6 (Hair et al., 1995).

4.2.6.2 Testing of the correlation among Observed Variables

The correlation matrix among the Observed Variables would be used to analyze in order to estimate the parameters of the Structural Equation Model of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement. It consisted of the Observed Variables requiring 7 variables with the Interval scale and the Ratio Scale by using the Pearson Product Moment (PE) consisting of 3 variables of Cabin Crew Experience and 4 variables of Cabin Crew Engagement to test the relationship of the correlated Independent Variables whether the relationship was too high so as to cause the problem of the correlation relationship that was too high with over 0.80 (Multicollinearity Problem) (Mohamad Asri et al., 2018). The study findings were in Table 4.20

Table 4.20 Correlation Coefficient among Observed Variables

VAR	PH	EM	L_E	VI	DE	AB	IP
PH	1						
EM	.672*	1					
L_E	.639*	.739*	1				
VI	.611*	.644*	.671*	1			
DE	.530*	.518*	.598*	.669*	1		
AB	.577*	.641*	.684*	.763*	.765*	1	
IP	.591*	.515*	.724*	.613*	.742*	.706*	1
n	120	120	120	120	120	120	120

* P<0.005

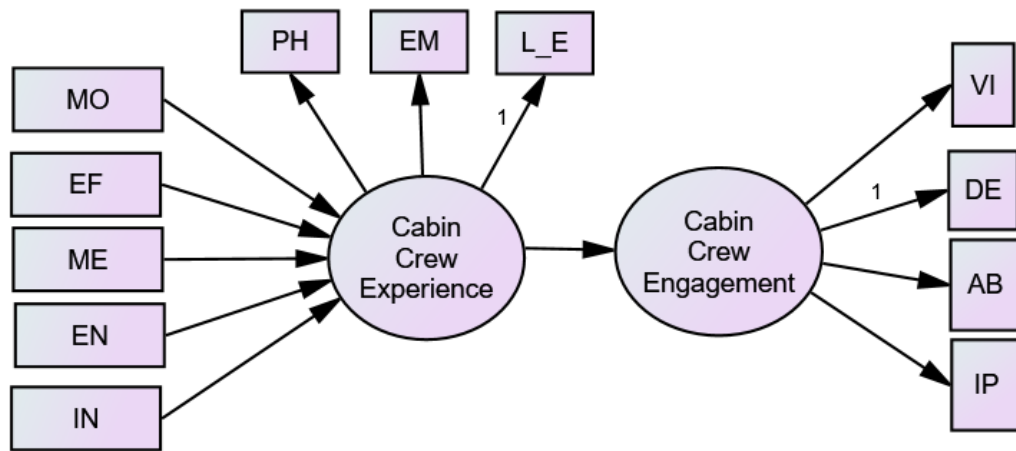


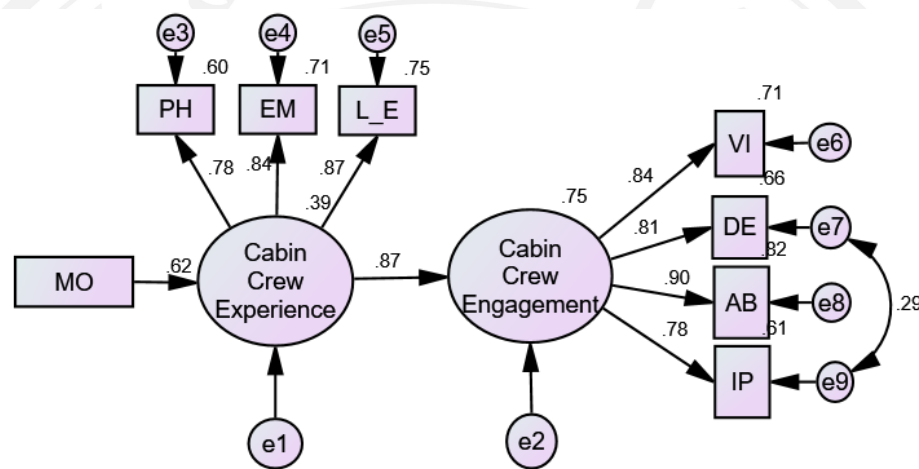
Figure 4.8 Structural relationship to test the hypothesis of Flight Purser Leadership in each of the 5 aspects and Cabin Crew Experience, and Cabin Crew Engagement derived from the conceptual research framework

The conceptual framework of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full-Service in Thailand derived from the relevant literature review and research works could confirm the variables that could be described in the Structural Equation Model used in the analysis as in Figure 4.6

4.2.6.3 The Analysis of Each Subfactor in Flight Purser Leadership

The researcher conducted each subfactor in Flight Purser Leadership divided into 5 aspects. The results of the relationship were as follows:

1) Results of the analysis of the structural relationship of Flight Purser Leadership on Moral Leadership (MO), Experience, and Engagement that the researcher used the efficient variable and could analyze the structure as in Figure 4.7.



$$\chi^2/df=2.233, df=18, P=0.002, GFI=0.931, AGFI=0.863, RMR=0.021$$

Figure 4.9 The analysis Results of the structural relationship of Flight Purser Leadership on Moral Leadership, Cabin Crew Experience, and Cabin Crew Engagement

Based on Figure 4.7 the results of the analysis of the structural relationship of Flight Purser Leadership on Moral Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full-Service Airline in Thailand revealed that $\chi^2/df = 2.233$ which was lower than 3. It meant that this model could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that GFI=0.931, CFI=0.967, NFI=0.942 all of which passed the criteria. As for the set index with lower than 0.05 and 0.08, it revealed that RMR = 0.021 which passed the set criteria as well. It could be summarized that the structural relationship of Flight Purser Leadership on Moral Leadership had positive relationship with Cabin Crew Experience (B=0.62) and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.87).

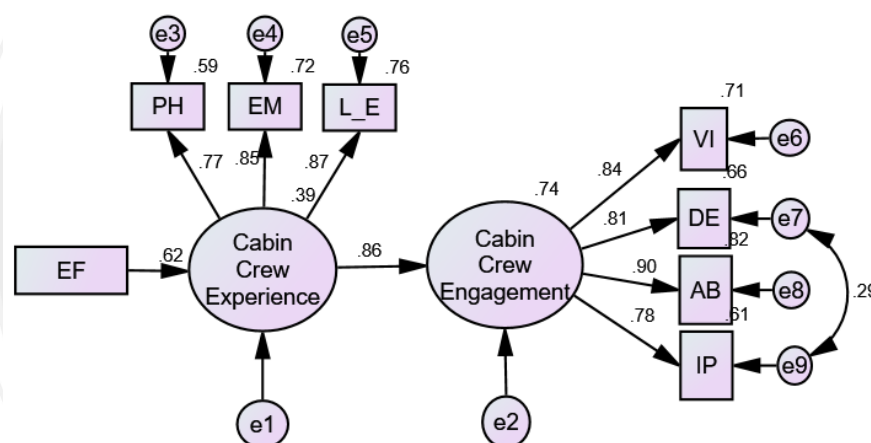
Table 4.21 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value in between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	2.223	✓
GFI	0 to 1	Consistent	>0.90	0.931	✓
AGFI	0 to 1	Consistent	>0.80	0.863	✓
CFI	0 to 1	Consistent	>0.90	0.967	✓
NFI	0 to 1	Consistent	>0.90	0.942	✓
RMR	0 to 1	Consistent	<0.05	0.021	✓

In terms of the figures in Table 4.21, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM).

It revealed that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=2.223, (GFI) Goodness of Fit Index = 0.931, (AGFI) Adjust Goodness of Fit Index = 0.967, (NFI) Normal Fit Index = 0.942, (RMR) Root Mean Square Residual = 0.013. All these values from the analysis of the Structural Equation Model (SEM) of Flight Purser Leadership on Moral Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

2) Results of the analysis of the structural relationship of Flight Purser Leadership on Efficacy Leadership (EF), Experience, and Engagement, the researcher used the efficient variable and could analyze the structure as in Figure 4.6.



$$\chi^2/df = 2.434, df = 18, P = 0.002, GFI = 0.927, AGFI = 0.854, RMR = 0.021$$

Figure 4.10 Results of the analysis of the structural relationship of Flight Purser Leadership on Efficacy Leadership (EF), Cabin Crew Experience, and Cabin Crew Engagement

Based on Figure 4.8, the results of the analysis of the structural relationship of Flight Purser Leadership on Efficacy Leadership (EF), Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand revealed that $\chi^2/df = 2.434$ which was lower than 3. It meant that this model

could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that GFI=0.927, CFI=0.961, NFI=0.937 all of which passed the criteria. As for the set index with lower than 0.05 and 0.08, it revealed that RMR = 0.021 which passed the set criteria as well. It could be summarized that the structural relationship of Flight Purser Leadership on Efficacy Leadership (EF) had positive relationship with Cabin Crew Experience (B=0.62), and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.86).

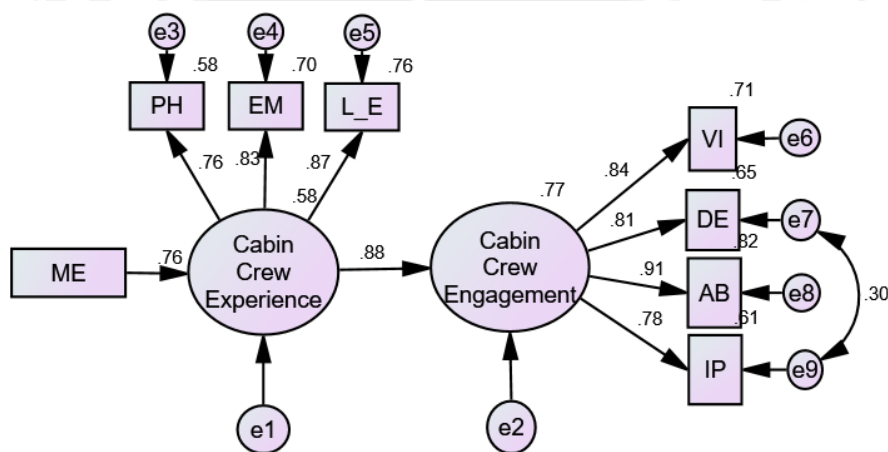
Table 4.22 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	2.434	✓
GFI	0 to 1	Consistent	>0.90	0.927	✓
AGFI	0 to 1	Consistent	>0.80	0.854	✓
CFI	0 to 1	Consistent	>0.90	0.961	✓
NFI	0 to 1	Consistent	>0.90	0.937	✓
RMR	0 to 1	Consistent	<0.05	0.021	✓

In terms of the figures in Table 4.22, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It revealed that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=2.434, (GFI) Goodness of Fit Index = 0.927, (NFI) Normal Fit Index = 0.937, (RMR) Root Mean Square Residual=0.021. All these values from the analysis of

the Structural Equation Model (SEM) of Flight Purser Leadership on Efficacy Leadership (EF), Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

3) Results of the analysis of the structural relationship of Flight Purser Leadership on Mentoring Leadership (ME), Experience, and Engagement which the researcher used the efficient variable and could analyze the structure as in Figure 4.7.



$$x^2/df = 2.279, df = 18, P = 0.002, GFI = 0.931, AGFI = 0.864, RMR = 0.020$$

Figure 4.11 Results of the analysis of the structural relationship of Flight Purser Leadership on Mentoring Leadership, Cabin Crew Experience, and Cabin Crew Engagement

Based on Figure 4.9, the results of the analysis of the structural relationship of Flight Purser Leadership on Mentoring Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand revealed that $x^2/df = 2.434$ which was lower than 3. It meant that this model could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that $GFI = 0.931$, $CFI = 0.967$,

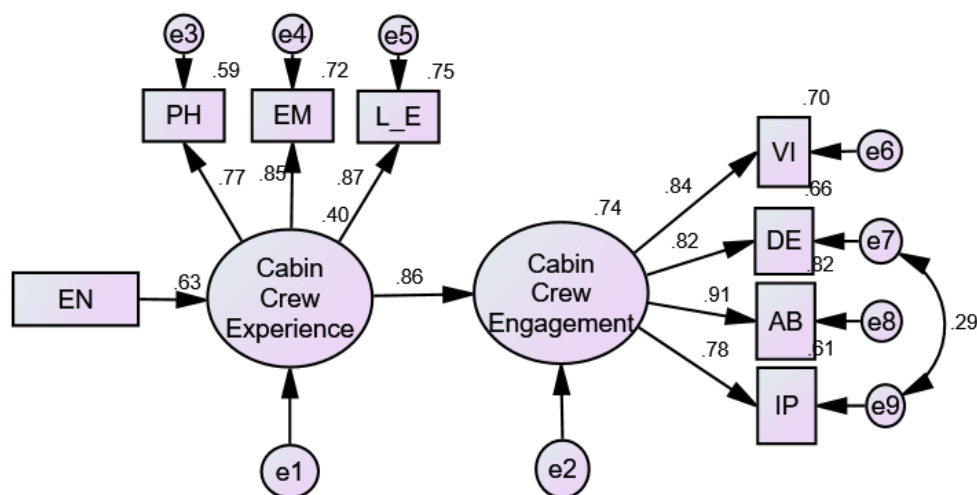
NFI=0.944 all of which passed the criteria. As for the set index with lower than 0.05 and 0.08, it revealed that RMR = 0.020 which passed the set criteria as well. It could be summarized that the structural relationship of Flight Purser Leadership on Mentoring Leadership had positive relationship with Cabin Crew Experience (B=0.76), and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.88).

Table 4.23 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	2.279	✓
GFI	0 to 1	Consistent	>0.9	0.931	✓
AGFI	0 to 1	Consistent	>0.9	0.864	✓
CFI	0 to 1	Consistent	>0.9	0.967	✓
NFI	0 to 1	Consistent	>0.9	0.944	✓
RMR	0 to 1	Consistent	<0.05	0.020	✓

In terms of the figures in Table 4.23, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It revealed that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=2.279, (GFI) Goodness of Fit Index = 0.931, (AGFI) Adjust Goodness of Fit Index, (NFI) Normal Fit Index = 0.944, (RMR) Root Mean Square Residual = 0.020. All these values from the analysis of the Structural Equation Model (SEM) of Flight Purser Leadership on Mentoring Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

4) Results of the analysis of the structural relationship of Flight Purser Leadership on Encouragement of Self Initiation Leadership (EN), Experience, and Engagement which the researcher used the efficient variable and could analyze the structure as in Figure 4.10



$$\chi^2/df = 2.428, df = 18, P = 0.001, GFI = 0.926, AGFI = 0.852, RMR = 0.022$$

Figure 4.12 The results of the analysis of the structural relationship of Flight Purser Leadership on Encouragement of Self Initiation Leadership, Cabin Crew Experience, and Cabin Crew Engagement

Based on Figure 4.10, the results of the analysis of the structural relationship of Flight Purser Leadership on Encouragement of Self Initiation Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand revealed that $\chi^2/df = 2.418$ which was lower than 3. It meant that this model could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that $GFI = 0.926$, $CFI = 0.962$, $NFI = 0.944$ all of which passed the criteria. As for the index set at the level of lower than 0.05 and 0.08, it revealed that $RMR = 0.022$ which passed the set

criteria as well. It could be summarized that the structural relationship of Flight Purser Leadership on Encouragement of Self Initiation Leadership had positive relationship with Cabin Crew Experience (B=0.63), and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.86).

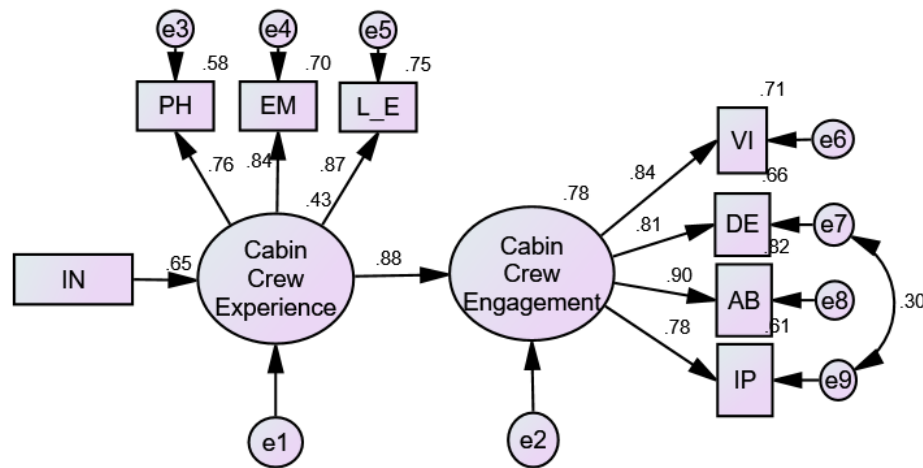
Table 4.24 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	2.418	✓
GFI	0 to 1	Consistent	>0.9	0.926	✓
AGFI	0 to 1	Consistent	>0.8	0.852	✓
CFI	0 to 1	Consistent	>0.9	0.962	✓
NFI	0 to 1	Consistent	>0.9	0.938	✓
RMR	0 to 1	Consistent	<0.05	0.022	✓

In terms of the figures in Table 4.24, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It revealed that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=2.418, (GFI) Goodness of Fit Index= 0.926, (NFI) Normal Fit Index = 0.941, (RMR) Root Mean Square Residual=0.022. All these values from the analysis of the Structural Equation Model (SEM)of Flight Purser Leadership on Encouragement of Self Initiation Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

5) Results of the analysis of the structural relationship of Flight Purser Leadership on Idealized Influence Leadership (IN), Experience, and Engagement

that the researcher used the efficient variable and could analyze the structure as in Figure 4.11



$$\chi^2/df = 2.319, df = 18, P = 0.001, GFI = 0.931, AGFI = 0.862, RMR = 0.021$$

Figure 4.13 Results of the analysis of the structural relationship of Flight Purser Leadership on Idealized Influence Leadership, Cabin Crew Experience, and Cabin Crew Engagement

Based on Figure 4.11, the results of the analysis of the structural relationship of Flight Purser Leadership on Idealized Influence Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand revealed that $\chi^2/df = 2.319$ which was lower than 3. It meant that this model could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that GFI=0.931, CFI=0.965, NFI=0.941 all of which passed the criteria. As for the set index with lower than 0.05 and 0.08, it revealed RMR = 0.021 which passed the set criteria as well. It could be summarized that the structural relationship of Flight Purser Leadership on Idealized Influence Leadership had positive relationship with Cabin Crew Experience (B=0.65),

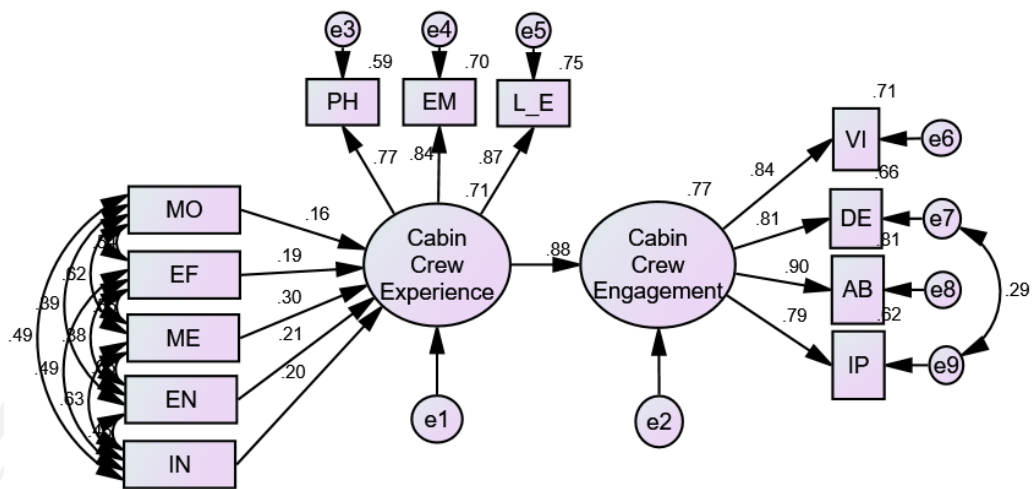
and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.88).

Table 4.25 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	2.319	✓
GFI	0 to 1	Consistent	>0.9	0.931	✓
AGFI	0 to 1	Consistent	>0.8	0.862	✓
CFI	0 to 1	Consistent	>0.9	0.965	✓
NFI	0 to 1	Consistent	>0.9	0.941	✓
RMR	0 to 1	Consistent	<0.05	0.021	✓

In terms of the figures in Table 4.25, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It revealed that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=2.319, (GFI) Goodness of Fit Index= 0.931, (NFI) Normal Fit Index = 0.941, (RMR) Root Mean Square Residual = 0.021. All these values from the analysis of Structural Equation Model (SEM) of Flight Purser Leadership on Idealized Influence Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

4.2.6.4 Summary of the Results of the Structural Relationship



$$\chi^2/df = 1.695, df = 43, P = 0.003, GFI = 0.919, AGFI = 0.853, RMR = 0.018$$

Figure 4.14 The results of the analysis of the structural relationship of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement

Results of the analysis of the structural relationship of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement which the researcher used the efficient variable and could analyze the structure as in Figure 4.12.

Based on Figure 4.12, the results of the analysis of the structural relationship of Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand revealed that $\chi^2/df = 1.695$ which was lower than 3. It meant that this model could be used to identify whether the information was consistent with the conceptual framework. The consideration of the index set according to the criteria of the structural equation at the level of over or equal to 0.90 revealed that $GFI = 0.919$, $CFI = 0.969$, $NFI = 0.930$ all of which passed the criteria. As for the set index with lower than 0.05 and 0.08, it revealed that $RMR = 0.015$ which passed the criteria as well.

It could be concluded that the structural relationship of Flight Purser Leadership consisted of Moral Leadership (B=0.16), Efficacy Leadership (B=0.19), Mentoring Leadership (B=0.30), Encouragement of Self Initiation Leadership (B=0.21) and Idealized Influence Leadership (B=0.20) had positive relationship with Cabin Crew Experience and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (B=0.88).

Table 4.26 Criteria of the index for comparative assessment among the degrees of freedom of the structural relationship

Index	Value between	Structural relationship according to the theory with information	Criteria of congruence with value	Statistics	Results of benchmarks
χ^2/df	<3	Consistent	Not exceeding 3	1.695	✓
GFI	0 to 1	Consistent	>0.9	0.919	✓
AGFI	0 to 1	Consistent	>0.8	0.853	✓
CFI	0 to 1	Consistent	>0.9	0.969	✓
NFI	0 to 1	Consistent	>0.9	0.930	✓
RMR	0 to 1	Consistent	<0.05	0.015	✓
RMSEA	0 to 1	Consistent	<0.10	0.076	✓

Based on the figures in Table 4.26, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It was found that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=1.695, (GFI) Goodness of Fit Index= 0.931, (NFI) Normal Fit Index = 0.930, (RMR) Root Mean Square Residual = 0.015. All these values from the analysis of Structural Equation Modeling (SEM) on Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria.

4.2.6.5 Testing Results of Research Hypothesis

This research formulated the hypothesis to study the structural relationship between Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Perspective of Full - Service Airline in Thailand. The testing results of the hypothesis and information were presented in Table 4.27.

Table 4.27 Standardized Regression Weights

Relationship		Estimate	S.E.	C.R.	P-Value
Cabin_Crew_Experience	<--- MO	0.16	.250	2.158	0.031*
Cabin_Crew_Experience	<--- EF	0.19	.316	2.579	0.010*
Cabin_Crew_Experience	<--- ME	0.30	.218	3.065	0.002*
Cabin_Crew_Experience	<--- EN	0.21	.342	2.976	0.003*
Cabin_Crew_Experience	<--- IN	0.20	.203	2.670	0.008*
Cabin_Crew_Engagement	<--- Cabin_Crew_Experience	0.88	.033	9.388	0.000*

* P-Value<0.05

Table 4.28 Summary of the testing results of research hypothesis

Research hypothesis	Hypothesis Testing	
	Statistics	Result
H1 Flight Purser Leadership had positive relationship with Cabin Crew Experience		
H1.1 Moral Leadership had positive relationship with Cabin Crew Experience	Beta = 0.16	Supported
H1.2 Efficacy Leadership had positive relationship with Cabin Crew Experience	Beta = 0.19	Supported
H1.3 Mentoring Leadership had positive relationship with Cabin Crew Experience	Beta = 0.30	Supported
H1.4 Encouragement of Self-Initiation Leadership had positive relationship with Cabin Crew Experience	Beta = 0.21	Supported
H1.5 Idealized Influence Leadership had positive relationship with Cabin Crew Experience	Beta = 0.20	Supported
H2 Cabin Crew Experience had positive relationship with Cabin Crew Engagement	Beta = 0.88	Supported
H3 Based on empirical data, the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement was developed	χ^2/df = 1.695 GFI = 0.919 AGFI = 0.853 CFI = 0.969 NFI = 0.930 RMR = 0.015 RMSEA = 0.076	Supported

Based on Table 4.28, the testing of the research hypothesis revealed that Flight Purser Leadership had positive relationship with Cabin Crew Experience: A

Perspective of Full - Service Airline in Thailand (supported hypothesis H1) and Cabin Crew Experience had positive relationship with Cabin Crew Engagement (supported hypothesis H2) with the level of statistical significance at 0.00 ($P < 0.05$) (Hair et al., 1995).

According to the analysis in Table 4.28, the index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). It was found that (χ^2/df) Chi-square/statistic comparing the tested model and the independent model with the dependent model=1.695, (GFI) Goodness of Fit Index=0.931, (NFI) Normal Fit Index = 0.930, (RMR) Root Mean Square Residual = 0.015. All these values from the analysis of Structural Equation Modeling (SEM) on Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement were in accordance with the criteria with the level of statistical significance $P < 0.05$ (Supported hypothesis H3).

According to empirical data and SEM analysis results, flight purser leadership was revealed by cabin crew opinions, indicating that mentoring leadership was at the highest level overall. For cabin crew experience, cabin crew opinions indicated that emotional experience was at the highest level as well as cabin crew engagement, cabin crew opinions specified that absorption facet was at the highest level.

Hence, each hypothesis had positive relationship. As a result, it was concluded that the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement was consistent with the hypothesis based on empirical data.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes a structure model of flight Purasers Leadership characteristics, cabin crew experience, and cabin crew engagement of full-service airline in Thailand. The research objectives were 1) to investigate the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand; 2) to create a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand; 3) to test a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data. Accordingly, this chapter provides a concise description of the data discovered and the findings of the study, which include the study's summarization, discussion, and recommendations for further research.

An online questionnaire was employed to gather the data from 120 cabin crew members of a full-service airline in Thailand with at least one year of work experience. The data analysis of the questionnaire respondents consisted of the status of gender, age, education, and working experience. The survey included 88 female and 32 male cabin crew. The results showed that the majority of respondents were from generation Y, with 112 respondents who were born between 1980 and 1992, followed by generation X, who were born between 1965 and 1979, and generation Z, who were born from the year 1993 onwards. In terms of education, the majority of respondents held a bachelor's degree, followed by master's degree or higher with working experience of 5-8 years; 6 respondents with working experience of 3-5 years; and 1 respondent with working experience of 1-3 years correspondingly.

5.2 Summarized Results on the Research Objectives

As previously stated, this study examined the relationship between flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement through analyzing data from a full-service airline in Thailand, consequently, each research question is summarized in light of its associated research objective. Hence, the summary of the research results is described as follows:

5.2.1 The Results of the Investigation on the Construct of Flight Pursers Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand: Objective 1

For answering the research question, “What is the construct of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand?” The survey questions were generated to accomplish the research objective, which was obtained from a full-service airline cabin crew with at least one year of work experience. The questionnaire was divided into three sections regarding the variables. Firstly, the opinion on flight purser leadership constructs. Secondly, the opinion on cabin crew experience and lastly the opinion on cabin crew engagement constructs. The following is a summary of the results.

5.2.1.1 The Results of Investigation on Flight Purser Leadership Characteristics

Each component of flight purser leadership was investigated, and they were classified into five categories.

1) Moral Leadership

The opinions on moral leadership overall were at the highest level of flight pursers leadership characteristics. A full-service airline cabin crew in Thailand revealed that flight purser respect for cabin crew and colleagues would enable

the cabin crew of a full-service airline in Thailand to gain positive experience at work was measured the highest, followed by attention towards cabin crew and colleagues, fairness, and sacrifice respectively.

The results of the analysis of Flight Purser Leadership on Moral Leadership (MO) revealed that it was in accordance with the criteria. Thus, this model could be used to identify whether the information was consistent with the conceptual framework. This demonstrates that the Moral Leadership (MO) measurement is suitable for evaluating structural models.

2) Efficacy Leadership

The opinions on the efficacy leadership of flight pursers overall were at the highest level. Cabin crew strongly agreed that skills and adaptation to situations to effectively solve problems of flight pursers would enable cabin crew in a full-service airline in Thailand to reap the positive experience at work and were rated the highest. In addition, they considered that the cabin crew of a full-service airline in Thailand would be able to get positive experience at work if flight pursers were able to prioritize to solve problems, had a great deal of knowledge and experience in their jobs, and were patient when they performed their duties.

The statistics index of the efficacy leadership (EF) passed the model criteria, and it would be consistent with the empirical data which could be confirmed from the analysis of Structural Equation Model (SEM). The results revealed that this model could be used to identify whether the information was consistent with the conceptual framework.

3) Mentoring Leadership

The opinions on the mentoring leadership of flight pursers overall were at the highest level. According to a full-service airline cabin crew in Thailand, the significant factor was that flight pursers having a good relationship with colleagues would enable the cabin crew of a full-service airline in Thailand to gain positive experience at work, which was rated the highest. Moreover, the guidance of clear procedures to perform duties, assistance during work, and being provided

independence to solve problems by themselves, respectively, would enable the cabin crew of a full-service airline in Thailand to reap positive experience at work.

Results of the analysis of Flight Purser Leadership on Mentoring Leadership (ME) revealed that it was in accordance with the criteria. The index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). Thus, this model could be used to identify whether the information was consistent with the conceptual framework. This demonstrates that the Mentoring Leadership (ME) measurement is suitable for evaluating structural models.

4) Encouragement of Self Initiation Leadership

The opinions on the overall encouragement of self-initiation leadership were at the highest level. A full-service airline cabin crew in Thailand established that listening to colleagues with an open mind would enable cabin crew of a full-service airline in Thailand to reap positive experience at work was rated the highest. Following that, the purser focused on warning rather than reporting on the cabin crew. Moreover, the purser encouraged and applauded creativity, and also promoted creativity in service design, which would facilitate the cabin crew of a full-service airline in Thailand to reap positive experience at work.

The results revealed that it was in accordance with the criteria. The index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). Thus, this model could be used to identify whether the information was consistent with the conceptual framework. This demonstrates that the encouragement of self-initiation leadership (EN) measurement is suitable for evaluating structural models.

5) Idealized Influence Leadership

The opinions on the overall idealized influence of leadership were at the highest level. A full-service airline cabin crew in Thailand established that a

significant factor was a role model in the decision-making of flight pursers that would enable the cabin crew of a full-service airline in Thailand to reap positive experience at work, followed by a role model of behavior and good manners, a role model to develop additional skills and knowledge, and the least significant was a role model of dress code.

The results revealed that it was in accordance with the criteria. The index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM). Thus, this model could be used to identify whether the information was consistent with the conceptual framework. This demonstrates that Idealized Influence Leadership (IN) measurement is suitable for evaluating structural models.

5.2.1.2 The Results of Investigation on Cabin Crew Experience

Each component of the cabin crew experience was investigated, and they were classified into three categories.

1) Physical Experience

The opinions of physical experience overall were at the highest level. A full-service airline cabin crew in Thailand granted that flight purser's awareness of cabin crew safety during work would ensure the cabin crew of a full-service airline in Thailand that its engagement was rated the highest, followed by awareness of cabin crew safety during overnight stay at different station, arrangement of appropriate rest for overnight and long-distance flights and the least score was the flight purser's appropriately assigned position, duty, and workload.

2) Emotional Experience

The opinions of emotional experience overall were at the highest level. The results indicated that the warm, friendly working environment in which cabin crew interact with flight pursers ensures that the cabin crew of a full-service airline in Thailand has the highest level of engagement, followed by mutual assistance, cabin crew have the opportunity of expressions and respect from colleagues would ensure cabin crew of a full-service airline in Thailand of its engagement.

3) Learning Experience

The opinions of learning experience overall were at the highest level. A full-service airline cabin crew in Thailand determined that the most vital factor was the explanation of working procedures from the flight purser, which was correct and easy to understand, and would ensure the cabin crew of a full-service airline in Thailand that its engagement was rated the highest. The following factors were the explanation provided, information sharing, and updates on safety and service procedures, followed by technical guidance provided to manage passengers when problems arose and give feedback from work, respectively.

5.2.1.3 The Results of Investigation on Cabin Crew Engagement

Each component of the cabin crew engagement was investigated, and they were classified into four categories.

1) Vigor

The opinions regarding vigor overall were at the highest level. A full-service airline cabin crew in Thailand agreed that good work experience would ensure that cabin crew of full-service airline in Thailand wanted interaction with colleagues and teamwork was rated the highest, followed by good humor and willingness to work, enthusiasm at work, and when faced with problems and succeeded in solving them.

2) Dedication

The opinions regarding dedication were at the highest level. A full-service airline cabin crew in Thailand established that good work experience would ensure that cabin crew of a full-service airline in Thailand were willing to provide services to passengers to the best of ability was rated the highest, followed by proud to work in the organization, participate in defending the organization's prestige and volunteer in the organization's activities.

3) Absorption

The opinions regarding absorption overall were at the highest level. A full-service airline cabin crew in Thailand determined that good work

experience would ensure cabin crew of a full-service airline in Thailand to be happy and enjoy work was rated the highest, followed by felt time flied while working every day, dedication in assigned work and have strong tie with profession and assigned duty.

4) Increased Job Performance

The opinions regarding increased job performance overall were at the highest level. A full-service airline cabin crew in Thailand specified that good work experience would ensure that cabin crew of a full-service airline in Thailand placed importance on assigned duty was rated the highest, after that, wanted to continuously undergo training and develop skills in service, develop skills on safety and wanted to develop other additional useful skills.

In addition, the researcher conducted the study of three Latent Variables consisting of variable of flight pursers leadership, cabin crew experience and variable of cabin crew engagement. When considering the congruence of the model from the statistics of the measurement criteria, it would not be possible to analyze the index criteria. Therefore, the researcher analyzed the variable with covariance to investigate the covariance. The Observed Variable used to measure the Cabin Crew Engagement did not have the Factor Loading not lower than 0.4 and could measure all 4 indices. Investigation was conducted again until the congruence of index was reached. Then, it could be seen that each component of the measurement model of the 4 indices of cabin crew engagement had the appropriate criteria which could be used to analyze the Structural Equation Model (SEM). The reason was because the factor loading was from 0.4 upwards with statistical significance.

After that, the researcher analyzed the covariance between the measurement model of cabin crew experience and the measurement model of cabin crew engagement to modify the model. It was discovered that the variables had common relationship with other variables. It could be seen that each component of the measurement model of the 7 indices of Cabin Crew Experience and the Measurement Model of Cabin Crew Engagement: A Perspective of Full-Service Airline in Thailand was appropriate and could be used to analyze the Structural Equation Model (SEM).

The reason was because the Factor loading was 0.4 upwards and with statistical significance.

5.2.2 The Results of the Creation of the Construct of the Structure Model of Flight Purser Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand: Objective 2

For answering the research question, “What is the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand?” which is associated with the research objective, to create a structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. The conceptual framework for Flight Purser Leadership, Cabin Crew Experience, and Cabin Crew Engagement: A Full-Service Perspective in Thailand, developed from relevant literature assessments and research studies, may validate the variables indicated in the Structural Equation Model utilized in the analysis. The confirmation on structure of three latent variables in accordance with the first research objective revealed that all latent variables were probably applied for creating structural equation model according to conceptual framework derived from variable extraction.

5.2.3 The Results of Testing a Structure Model of Flight Purser Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand Consistent with Empirical Data: Objective 3

For answering the research question, “Is the model of the structure of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand consistent with empirical data?”

The researcher employed an efficient variable to investigate the structural relationship between flight purser leadership, cabin crew experience, and cabin crew engagement. It could be concluded that the structural relationship of flight purser

leadership consisted of moral leadership, efficacy leadership, mentoring leadership, encouragement of self-initiation leadership, and idealized influence leadership had positive relationship with cabin crew experience and cabin crew experience had positive relationship with cabin crew engagement.

All values from the analysis of Structural Equation Modeling (SEM) on flight purser leadership, cabin crew experience, and cabin crew engagement were in accordance with the criteria. The index of the statistics that passed the model criteria would be consistent with the empirical data and could be confirmed from the analysis of Structural Equation Model (SEM).

Then, the researcher assessed the research hypotheses. The examination of the research hypotheses revealed that Flight Purser Leadership had positive relationship with Cabin Crew Experience: A Perspective of a Full - Service Airline in Thailand (supported hypothesis H1) and Cabin Crew Experience had a positive relationship with Cabin Crew Engagement (supported hypothesis H2) with the level of statistical significance at 0.05 ($P < 0.05$). Furthermore, the researcher assessed additional hypotheses and found that Moral Leadership had a positive relationship with Cabin Crew Experience (supported hypothesis H1.1), Efficacy Leadership had a positive relationship with Cabin Crew Experience (supported hypothesis H1.2), Mentoring Leadership had a positive relationship with Cabin Crew Experience (supported hypothesis H1.3), Encouragement of Self-Initiation Leadership had a positive relationship with Cabin Crew Experience (supported hypothesis H1.4), and Idealized Influence Leadership had a positive relationship with Cabin Crew Experience (supported hypothesis H1.4).

Thus, each hypothesis had a positive relationship. As a result, it was generally concluded that the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement was consistent with the hypotheses based on empirical data (Supported hypothesis H3).

5.3 Discussion

This section summarizes the research findings related to the study's objectives. It is worth discussing these interesting facts revealed by the results of examining the Structure Model of Flight Purser leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand. The researcher provides an analysis and assessment of the findings in order to exhibit and determine that the findings are consistent with the research hypothesis and research outputs. In general, the details in this section emphasize how significant it is that the findings be consistent with the theoretical assumptions. According to the research hypothesis, cabin crew engagement is a significant component that would be increased among the cabin crew of a Full-Service Airline in Thailand. However, it is essential to develop flight purser leadership to influence cabin crew experience which result in promoting cabin crew engagement. Therefore, the variables are discussed in order of their statistical significance.

5.3.1 Discussion on the Constructs of Flight Purser Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand

5.3.1.1 Discussion on the constructs of Flight Purser leadership Characteristics

This study's output is a comprehension of the constructs of flight purser leadership characteristics of a full-service airline in Thailand. Each component of flight purser leadership was examined, and they were organized into five categories, namely, moral, efficacy, mentoring, encouragement of self-initiation, and idealized influence leadership. The study results show that all perceptions of flight purser leadership characteristics are at their highest level. The finding is similar to Ohunakin et al. (2019), who explained that several studies have shown the value and significance of leadership styles in service-producing sectors, demonstrating their ability to improve employees' overall well-being.

Testa (2007) reported that leaders in the tourism and hospitality industries may be more successful if they adapt leading styles and methods to accommodate the employee experience and motivation levels of their subordinates and superiors. Numerous experts have attempted to research the topic of leadership in the tourism and hospitality industries in order to ascertain the most effective style for responding to an ever-changing and dynamic industry environment. Under this research results, cabin crew of a Full-Service Airline in Thailand perceive that most significant of flight purser leadership characteristics is the aspect of mentoring followed by encouragement of self-initiation, idealized influence, efficacy and moral leadership.

As mentioned previously, a mentor characteristic is a major concern for flight purser leadership in a full-service airline in Thailand. Mentor leadership refers to a relationship between a flight purser and cabin crew. An experienced, knowledgeable, and trustworthy flight purser observes all cabin crew's performances individually in a team by guiding, educating, assisting, and giving them opportunities to resolve problems and is willing to facilitate them with all the needed resources. This current research results show that mentor characteristic of the flight purser leadership aspect, the overall opinion scores were at the highest level. Moreover, in terms of each item, cabin crew reveal that a flight purser in a full-service airline might consider applying mentor leadership through having a good relationship with colleagues and delivering the guidance to cabin crew of clear procedures to perform duties, assistance during work, and being provided independence to solve problems by themselves, to reap cabin crew positive experience at work. Likewise, numerous researchers mentioned that mentor leadership demonstrates a partnership where an experienced employee operates as a mentor to a less experienced colleague with the goal of building trust (Dziczkowski, 2013), giving guidance (Kouzes & Posner, 2007), providing innovative ideas, guidance, and showing inspiration to their mentees, assisting the mentees become more comfortable by providing knowledge, and support (Dziczkowski, 2013; Goleman et al., 2002). Moreover, mentors may assist their mentees learn through applying their skills, as well as identifying and preventing mistakes (Dziczkowski, 2013; Northouse, 2004).

Also, a ‘mentor leader’ is defined as a leader who coaches employees by educating, advising, and supporting their professional and personal development in line with the needs of the specific performance (Araslı & Arıcı, 2019). Hastings et al. (2015) similarly suggested that “Mentoring for leadership development is a long term, one-on-one dynamic process of role modeling and reflection designed to amass knowledge, skills, and self-confidence for personal development and leadership empowerment.” In addition, a considerable number of studies confirmed that one of the fundamental elements of leadership characteristics was a mentor leadership (Araslı & Arıcı, 2019; Bavik, 2020; Beatrice, 2020; Buil et al., 2019; Chen et al., 2018; Cote, 2018; Crisp & Alvarado-Young, 2018; Ding et al., 2020; Ghani et al., 2018; Johnson, 2020; Lorence, 2018; Nolan-Arañez, 2020; Ohunakin et al., 2019; Sabbah et al., 2020; Tian & Zhang, 2020; Vance & Luis, 2020; Walsh & Arnold, 2020; Watanabe, 2020; Zhenyuan et al., 2018)

Moreover, the findings of this current study are similar to those of Bush and Coleman (1995), who found that mentor leadership in business organization may be sufficient to address the desires of their mentees with delivery in various capacities such as coaches, supporters, counselors, educators, and sponsors, which is similar to Dzikowski (2013), who stated that numerous the world’s most accomplished and successful leaders have valued mentors. A similar result has been found in this study to the study of several researchers who concluded that a mentor characteristic was crucial for leaders in business organization (as cited in Gibson et al., 2000; Shek & Li, 2015). They positively indicated that a great leader may regularly also be an excellent mentor (Shek & Li, 2015). Likewise, a number of researchers mentioned that mentoring has been shown to be a beneficial method for encouraging personal development and improving leadership skills (Crisp & Alvarado-Young, 2018; Yn-Nii et al., 2016). Concentrating on the hospitality and service industry context, the findings of this current study are similar to those of Ghani et al. (2018), who specified that an empowerment leader generally demonstrates essential assistance to followers in the form of mentoring through exhibiting enthusiasm, encouragement, emotional support,

and sharing of knowledge, resulting in employees becoming more engaged in customer service habits as a result of such enriched encounters.

Likewise, Araslı and Arıcı (2019) concluded that to be a successful leader or manager in the hospitality business, applying mentoring is essential, and any kind of consulting is beneficial for those who are less experienced. They further stated that mentors, sponsors, coaches, and role models may be particularly helpful in assisting inexperienced new employees (Araslı & Arıcı, 2019). Nevertheless, the current research findings are in contrast to those of Chen and Chen (2014) who specified that moral leadership was a vital factor maintaining an airline's safety record. It is anticipated that the airline crew leaders (e.g., cockpit, cabin crew and maintenance crew) would establish a high degree of morality in their job performance. Also, Bouzari et al. (2020) concluded that the application of moral leadership manners by airline managers, cabin crews attain signs regarding the moral core values, which aims at enhancing perceived moral values suitable in terms of person-organization and person-job fit.

Furthermore, in the flight purser's encouragement of self-initiation leadership aspect, the overall opinion scores are at the highest level. In terms of each item, cabin crew are concerned that the flight purser may listen to colleagues with an open mind and focus on verbal warnings rather than reporting on cabin crew, which would enable the cabin crew of a full-service airline in Thailand to reap positive experience at work. Similar to Chen et al. (2018), who defined encourage self-initiation leadership with autonomy support from leaders as which refers to employees who perceive supervisory support in leaders' pay attention, decision-making, and idea generation processes, according to the self-determination theory.

While considering the idealized influence of the flight purser leadership aspect, the overall opinion scores are at the highest level. In terms of each item, cabin crew indicate that the flight purser's being a role model in decision-making was the most essential characteristic which would enable the cabin crew of a full-service airline in Thailand to reap positive experience at work. A related result has been discovered in

this study to the study of Beatrice (2020), who summarized that idealized influence was one of the vital transformational leadership characteristics. Idealized influence leadership may deliver with a continued devotion to truthfulness and human decency (Beatrice, 2020).

Similarly, Ohunakin et al. (2019) studied the transformational leadership characteristics in the hospitality and tourism industries. They recommended that hospitality businesses may apply a transformational leadership style, in which idealized influence characteristic is crucial in order to enhance the attitudes and behaviors of their employees throughout their careers (Ohunakin et al., 2019).

In addition, the efficacy of the flight purser's leadership aspect, the overall opinion scores are also at the highest level. In terms of each item, the questionnaire results indicate that employing skills and adapting to situations to effectively solve problems of flight pursers are the most significant items to enable cabin crew of a full-service in Thailand to reap positive experience at work. The findings of this current study are comparable to those of Turman et al. (2018), who found that through observation of others in leadership roles and processes, as well as by comparing their own performance to that of others, efficacy leaders obtain crucial knowledge that influences their self-efficacy leadership. Likewise, Rurkhamet (2013) mentioned that efficacy leaders may challenge the difficulties or obstacles and may commit to achieving work objectives. According to Murphy and Johnson (2016) as cited in Lu (2016), efficacy leadership has been enlisted to introduce more dedication in their career and to continue longer in the face of unique challenges. Turman et al. (2018) also indicated that self-efficacy-based leadership refers to they develop a problem-solving approach, engage in relevant interests, and progress in the handle of obstacles. In the hospitality and service industries, Chen and Chen (2014) similarly mentioned that pilots who lead with efficacy are more motivated to practice safe flying, and comparable findings were reported in a prior study, which demonstrated that self-efficacy had a favorable effect on organizational outcomes.

The last aspect is the morality of the flight purser's leadership. The overall opinion scores are also at the highest level. In terms of each item, cabin crew point out that respect for cabin crew and colleagues would enable the cabin crew of a full-service airline in Thailand to reap positive experience at work, which was rated the highest.

The outcomes of this current study are similar to those of Cheng et al. (2013) and Pellegrini & Scandura (2018), who learned that moral leaders do not violate their position of leadership for personal benefit; they function as a role model of personal and professional conduct, which results in subordinates who respect and connect with the leader. Similarly, Brown et al. (2005) and Chughtai et al. (2015) mentioned that supervisors' ethical leadership behaviors will enhance trainees' respect in them.

Besides, these research results show that there is a relationship between flight purser leadership, cabin crew experience, and cabin crew engagement in a full-service airline in Thailand. Dzikowski (2013) and Kouzes & Posner (2017) mentioned that mentor leaders may assist their followers in order to interest in their well-being. Likewise, mentor leadership effects employee emotional experience through supporting psychological and emotional which can be defined as "a sense of listening, providing moral support, identifying problems and providing encouragement, and establishing a supportive relationship in which there is mutual understanding and linking between the student and the mentor" (Crisp & Alvarado-Young, 2018; Crisp & Cruz, 2009). Moreover, considering cabin crew emotional experience related to cabin crew engagement, Bareket-Bojmel and Shuv-Ami (2019) mentioned that employee emotional experience is related to employee engagement. Similar to Wilder (2016) who examined the impact of leadership and organizational culture on particularly emotional facets of employees' experience. They found that emotional experience linked to organizational engagement (Wilder, 2016).

Thus, it is noted that there are aspects that both are similar and different between aviation business and general business. As a result of this research, the researcher was able to acquire a new knowledge regarding flight purser leadership characteristics in a full-service airline in Thailand.

5.3.1.2 Discussion on the Constructs of Cabin Crew Experience

This study's output is a comprehension of the constructs of cabin crew experience a full-service airline in Thailand. Each component of the cabin crew experience was investigated, and they were classified into three categories that is physical, emotional and learning experience. The study results show that all perceptions of cabin crew experience are at their highest level. The findings are similar to those of Bareket-Bojmel and Shuv-Ami (2019) who discovered that employee experience refers to the value of the employee-organization relationship, which leads to increased employee contentment and engagement, as well as a positive impact on company performance, reputation, and value.

The current research findings support the research hypothesis in the affirmative that cabin crew experience construct consist of physical, emotional and learning experience. Cabin crew experience refers to a working experience relationship between cabin crew and flight purser which cabin crew have had during working in a full-service airline in Thailand. Significantly, cabin crew of a full-service airline in Thailand perceive the most significant aspect of cabin crew experience as emotional, followed by learning and physical experience. The results of the current study indicated that emotional experience was the most essential component for cabin crew experience on a full-service airline in Thailand. Emotional experience means a positive psychology tool. Cabin crew are capable of providing service and safety while remaining cheerful in a daily working routine. They may sense optimistic regarding their flight purser, career, and working environment. The research results reveal that cabin crew would gain a warm and friendly working environment with mutual assistance that would guarantee the cabin crew of a full-service airline in Thailand of its engagement.

Similarly, a considerable number of studies stated that a key element of employee experience was emotional experience (Aini Maznina et al., 2019; Akbarian Bafghi et al., 2020; Al-Maskari et al., 2020; Asif et al., 2018; Bello et al., 2020; Casucci et al., 2020; Cazan et al., 2019; Dannels, 2020; Delmas, O'Reilly, et al., 2018; Gascón et al., 2019; Isaac Rahimian et al., 2018; Jaafa et al., 2020; Janicke-Bowles et al., 2018; Jirkovská & Janečková, 2019; Klein et al., 2019; Komjakraphan et al., 2020; Kosenkranius et al., 2020; Kożusznik et al., 2019; Maziriri et al., 2019; Mazlan et al., 2018; Medrano & Trógolo, 2018; Meyers et al., 2019; Minoo, 2019; Napasri & Witthaya, 2020; Naziatul Aziah Binti Mohd et al., 2020; Ogungbamila & Olaseni, 2019; Pecino et al., 2018; Pfister et al., 2020; Radulovic et al., 2019; Ramerman, 2019a; Rothmann & Janse van Rensburg, 2020; Singhal & Sud, 2018; Thai et al., 2021; Yeganeh et al., 2020; Zana et al., 2020)

In general business organization, the findings of this current study are similar to those of Ramerman (2019) and Wilder (2016) who revealed that employees' emotional experiences have a significant link with organizational engagement. Similar to Bass et al. (2008) as cited in Rodgers (2010) who concluded that leadership is linked to employees' emotional well-being. Plaskoff (2017) as well stated that emotions could perform a key role in the modeling of the employee experience. Similar to aviation business organization, cabin crew experience motivates engagement, with emotional experience being one of the most vital components. (Bareket-Bojmel & Shuv-Ami, 2019; Chen & Chen, 2012; Dannels, 2020; Łaba & Geldenhuys, 2018; Yeh, 2012). Likewise, when a leader in the hospitality and service industries provides crucial emotional support to followers, employees will become more engaged in customer service behaviors (Chen et al., 2018; Ghani et al., 2018). Additionally, employee emotional experience in the workplace was a vital factor of frontline employees (Brief & Weiss, 2002) which corresponds to the investigation of Jia (2013), who concluded that emotional experiences such as emotional valence, emotional support, and emotion work may affect employee experience at work. According to Gatta (2000), emotional

experience is a crucial component in service industry employees' encounters and occurs as a result of daily working activities that compete during social interaction or working routines.

A substantial number of researchers agreed that emotional experience is a vital facet that may either increase or decrease employee career engagement (Kersten, 2007; Kramer, 1999; Schön & Argyris, 1978). Garza (2018) as well stated that employee engagement is dependent on emotional safety experience.

However, the findings are contrary to those of Nishi (2015) who found that the physical/sensory element should be generated or chosen to promote learning experience in employees. Rovere (2017) was in the line with that employees' physical experiences have a significant impact on their ability to perform their duties and overall satisfaction. On the other hand, Liu and Xiang (2020) argued that employee learning experience was a crucial component to enhance individual competence. Likewise, employees in the service industry who demonstrated a high degree of learning orientation may provide superior service quality than other groups (Yee et al., 2013). Similarly, Yoopetch (2017) discovered that airline employees in Thailand with positive learning experience would be competent and qualified to deliver superior services to their customers. Numerous researchers additionally determined that employees who have a learning goal orientation are those who eager to learn new competencies, get useful skills, and develop positive experience from their work (Jacobs & Park, 2009; Kitching, 2007; Redling, 2010).

Moreover, in the cabin crew learning experience aspect, the overall opinion scores are at the highest level. In terms of each item, the cabin crew agreed that the explanation of working procedures that was correct and easy to understand from the flight purser would ensure the cabin crew of a full-service airline in Thailand that its engagement was rated at the highest level. The results of this study similar to those of Narayanan and Rajaratnam (2019) who studied the relationship between leadership style, organizational learning, and service quality performance improvement in the context of Malaysian hotel companies. They indicated that the learning process of hotel

employee is developed by leaders in guiding and directing learning, promote a learning environment, provide support, and serve as a role model (Narayanan & Rajaratnam, 2019). Likewise, Spreitzer (1995) and Wu (2012) found that leaders who provide guidance or feedback to their followers during the performance of their working routine may develop their followers' learning skills.

For the cabin crew physical experience aspect, the overall opinion scores are at the highest level. In terms of each item, cabin crew established that the flight purser with the awareness of cabin crew safety during work would ensure the cabin crew of a full-service airline in Thailand that its engagement was rated the highest level. The results of this study are similar to those of Ramerman (2019), who concluded that the physical environment is one essential component to contributing to the improvement of employee experience, besides an associated culture, supporting technology, and tools. Likewise, Rovere (2017) mentioned that it is essential for a leader to have the ethical foresight to maintain an employee-friendly physical work environment, which results in employee confidence in the leader.

In addition, these research results show that there is a relationship between flight purser leadership, cabin crew experience, and cabin crew engagement in a full-service airline in Thailand. The results are similar to those of Yim (2021) who discovered that employee experience refers to the relationship that exists between a leader and a member, and it is one of the aspects that promote to employee engagement. Additionally, Chen and Chen (2012) found that cabin crew with crucial quantity of emotional experiences are more engaged in their professions. However, the findings are in contrast to those of Yee et al. (2013) who found that transformational leadership and organizational engagement influence employees' learning experiences in service industries.

Thus, it is stated that there are aspects that both are similar and distinct between aviation business and general business. As a result of this research, the researcher was able to acquire a new knowledge regarding cabin crew experience in a full-service airline in Thailand.

5.3.1.3 Discussion on the Constructs of Cabin Crew Engagement

This study's output is a comprehension of the constructs of cabin crew engagement of a full-service airline in Thailand. Cabin crew engagement was measured through the validity of a model that examined four indices: absorption, vigor, dedication, and increased job performance. The observed variables are discussed in order of their statistical significance, which is classified from the most significant to the least significant level. The study results show that all perceptions of cabin crew engagement are at their highest level. The findings of this study similar to those of Amah (2018) who found that employee engagement has portrayed a crucial role in organization productivity and performance. According to the current research results, the cabin crew of a full-service airline in Thailand particularly reveal that the most significant part of their engagement as cabin crew is absorption aspect, followed by vigor, dedication and increased job performance. Cabin crew engagement was measured by examining the validity of a model that examined four indices: absorption, vigor and dedication, increased job performance, and the factor loading of the total of the four indices was positive when they were classified from most significant to least significant level.

Discussion on Absorption

The findings support the research hypothesis in the affirmative that it is vital to enhance cabin crew engagement a full-service airline in Thailand. Cabin crew engagement means cabin crew have developed mutual goals, beliefs, values, and cultures. They have positive and close relationships with their flight pursers and colleagues. Cabin crew regard themselves as a part of the organization and prioritize shared benefits above personal interests. The findings of this study show that the most essential aspect of cabin crew engagement is absorption. A stage of absorption occurs when a person is readily overwhelmed by their career and has the perception that there is insufficient time in the day to complete the tasks (Amah, 2018; Wilmar B Schaufeli et al., 2006; Smith, 2018) which refers to cabin crew feeling immersed and engaged in

their flight duties, were unable to detach from duties. They are enthusiastic to perform for short and prolonged periods of flight time, and they be able to perform for a long time without getting fatigued.

Significantly, various researchers similarly pointed out that the absorption was an essential part of growing employee engagement (Ada & Ayse Begum, 2019; Ai Qin et al., 2018; Amah, 2018; Asif et al., 2019; Asumeng & Anokye, 2019; Baloch et al., 2019; Bilal et al., 2019; Bosch et al., 2018; Burić & Macuka, 2017; Chen et al., 2018; Coe & Salanova, 2018; De Guzman & Dumantay, 2019; del Carmen Pérez-Fuentes et al., 2019; Dijkhuizen et al., 2018; du Plessis & Boshoff, 2018; Farooq et al., 2019; Gao et al., 2018; Henry, 2020; Iwanaga et al., 2018; Jianwu & Rong, 2018; Kravchenko, 2018; Lee et al., 2019; Lepistö et al., 2018; Lesener et al., 2019; Liu & Huang, 2019; Malinowska et al., 2018; Pieters, 2018; Robins et al., 2018; Rodrigues et al., 2019; Shimazu et al., 2018; Slåtten, Lien, & Svenkerud, 2019; Syrek et al., 2018; Tuckey et al., 2018; Tziner et al., 2019; Van der Walt, 2018; Vassos et al., 2019; Watanabe, 2020; Yang et al., 2018).

In spite of that, these results are dissimilar from past studies noted in the literature review in which a few researchers who studied the topic of employee engagement contended that the vigor facet was a valuable influence on the individual's engagement, resulting in showing a consistent level of high energy and stamina throughout the day (Ferrell, 2020; Mejalli, 2020; W. B. Schaufeli & A. B. Bakker, 2003; Wilmar B Schaufeli et al., 2006). Yet, a little research claimed that the vital facet of employee engagement was dedication, which results in employees' feeling satisfaction and a passionate perception of attentiveness to devoting their time, energy, and effort to their job performance (Ferrell, 2020; Schaufeli et al., 2002; Smith, 2018). While a number of researchers asserted that the subject of employee engagement has been investigated through the element of increased job performance (Bakker et al., 2012; Eldor, 2017; Kahn, 1992; Macey & Schneider, 2008; Peláez et al., 2020) which described job performance as "scalable actions, behaviors, and outcomes that

employees engage in or bring about that are connected with and contribute to organizational goals" (Ohemeng et al., 2020; Viswesvaran & Ones, 2000).

However, according to the current research results, it is crucial to enhance flight purser leadership to influence cabin crew experience, in order to promote the absorption of cabin crew engagement (Narayanan & Rajaratnam, 2019).

Likewise, in the service and hospitality fields, the significance of leadership styles in service-producing sectors is demonstrated by their ability to improve employees' overall well-being (Aragon-Correa et al., 2007; Jia, 2013; Narayanan & Rajaratnam, 2019; Ohunakin et al., 2019; Rasca, 2017; Yukl, 2010). Similar to general business organizations, research findings were indicated that leaders are commonly concerned with increasing the employee experience factor (Creese, 2019; Dannels, 2020; Gemmill, 2003; Kawchaisa et al., 2018; K. Lee et al., 2018; Mathafena, 2018; Phoemphian, 2021; Ramerman, 2019a; Rasca, 2018; Teimouri et al., 2018; Tucker, 2020; Tuckey et al., 2018; Zhou, 2018).

In addition, the research findings of this current study indicate that the structural relationship of flight purser leadership consisted of moral leadership, efficacy leadership, mentoring leadership, encouragement of self-initiation leadership and idealized influence leadership had positive relationship with cabin crew experience and cabin crew experience had positive relationship with cabin crew engagement. In fact, the structural relationship results significantly illustrate that the flight purser's mentoring leadership characteristic is the most crucial component in fostering cabin crew experience, which is similar to Crisp and Alvarado-Young (2018) who described mentor leadership as having the characteristic of support. They further explained that mentoring may support their employees, especially in the perspective of psychological and emotional support (Crisp & Alvarado-Young, 2018) which was associated with emotional experience facet in this research. A similar result has been found in the study of Ghani et al. (2018) who revealed that mentor leadership and employee emotional experience are related in the hospitality and service industries. Then, it can be said that flight purser leadership has an influence on the cabin crew's experience.

Moreover, the results of this research further confirm that the structural relationship of cabin crew experience had a positive relationship with cabin crew engagement, especially in the development of absorption. These findings are similar to Wilder (2016), who concluded that leadership facet had an impact on employees' experience of emotional elements as well as organizational engagement. In general business, Plaskoff (2017) likewise confirmed that employee experience characteristics was a distinctive aspect to gain organization engagement.

Also, several researchers found that emotional availability experiences influence employee engagement, resulting in an employee's experiencing more engaged with their workplace and producing a greater effort at work (Barnett & Hyde, 2001; Łaba & Geldenhuys, 2018). Similarly, employee experience characteristic according to psychological availability are described as "the idea that one has the physical, emotional, or cognitive resources to contribute in one's own personal engagement for a specified period" (Kahn, 1990; as cited in Łaba & Geldenhuys, 2018). Likewise, in customer service organizations, emotional experiences with leaders are a vital facet to comprehension, and emotions may either increase or decrease employee trust, respect, and especially, career engagement (Kersten, 2007; Kramer, 1999; Schön & Argyris, 1978).

Discussion on Vigor

The findings support the research hypothesis in the affirmative that it is vital to enhance cabin crew engagement a full-service airline in Thailand through vigor facet. Vigor represents cabin crew performing duties with a high-energy level, resilience, and determination. They are sufficient to interact with and endure an unforeseen occurrence due to their strength. They are enthusiastic regarding developing relationships and collaborating. Similar to Fountain (2018) who stated that vigor demonstrates considerable levels of energy and intellectual resilience while performing their job responsibilities. Likewise, several researchers mentioned that vigor is shown as a consistent level of high energy and resilience throughout the day (Ferrell, 2020;

Mejalli, 2020; W. Schaufeli et al., 2006; W. B. Schaufeli & A. B. Bakker, 2003; Wilmar B Schaufeli et al., 2006; Schaufeli et al., 2002).

A considerable number of studies as well stated that a key element of employee engagement was vigor facet (Ada & Ayse Begum, 2019; Aiqin et al., 2018; Amah, 2018; Asif et al., 2019; Asumeng & Anokye, 2019; Baloch et al., 2019; Bilal et al., 2019; Bosch et al., 2018; Burić & Macuka, 2017; Chen et al., 2018; Coo & Salanova, 2018; De Guzman & Dumantay, 2019; Dede et al., 2020; del Carmen Pérez-Fuentes et al., 2019; Dijkhuizen et al., 2018; du Plessis & Boshoff, 2018; Farooq et al., 2019; Gao et al., 2018; Gil-Beltrán et al., 2020; Henry, 2020; Iwanaga et al., 2018; Jianwu & Rong, 2018; Kotze & Massyn, 2019; Kravchenko, 2018; Kulikowski & Orzechowski, 2019; Lee et al., 2019; Lepistö et al., 2018; Lesener et al., 2019; Liu & Huang, 2019; Malinowska et al., 2018; Pieters, 2018; Robins et al., 2018; Rodrigues et al., 2019; Sawasdee et al., 2020; Shimazu et al., 2018; Sinval & Marôco, 2020; Slåtten, Lien, & Svenkerud, 2019; Syrek et al., 2018; Tuckey et al., 2018; Tziner et al., 2019; Van der Walt, 2018; Vassos et al., 2019; Watanabe, 2020; Yang et al., 2018).

In order to develop vigor in cabin crew engagement, it is essential to develop leadership among flight pursers, which results in enhanced cabin crew experience. In the context of airline business organizations, a similar result has been found in this current to the study of Chen and Chen (2020) and Yeh (2012) who discovered that cabin crew appear to place a greater emphasis on service duties when they receive physical and psychological health support from the airline, and they also established engagement through the vigor facet. Moreover, Sawasdee et al. (2020) found that supervisor assistance and emotional support, in influencing employees' levels of job engagement and productivity. They as well mentioned that vigor is one of the important facets in employee engagement of pharmaceutical companies in Thailand. Similar to Aiqin et al. (2018) and Wilmar B. Schaufeli et al. (2006), who found that employee work engagement is a positive and satisfying emotional state associated with employment, which is vigor in one essential facet. Likewise, Slåtten, Lien, and

Svenkerud (2019) mentioned that employee in service business organization with a view of their workplace is pleasant, they may develop mental strength while performing their job's responsibilities and establish engagement. Similarly, Ramerman (2019) discovered that the relationship between leaders and colleagues in the aspect of mentoring and coaching leadership styles is vital to fostering employee experience in terms of organization participation and engagement.

Furthermore, the current research findings are similar to those of Crase (2020), who revealed that there is a significant connection between emotional intelligence and employee engagement in service industrie. It's significant for leaders to have a certain level of vigor, which is one of the most important parts of employee engagement, to have a positive effect on their employees' willingness to work (Crase, 2020). However, the findings are in contrast to those of Arfat et al. (2017), who indicated that leadership styles affect employee engagement in business organizations. They found that business leaders may aim to strengthen employee engagement directly through leadership styles (Arfat et al., 2017). Similarly, Jitklongsub (2019) found that flight attendants in Thailand were categorized employee engagement as trust and accept the organization's goal and values, need to retain membership, a readiness to use an effort to work for the organization, to protect the organization's image and prestige as well as proud to be involved in the organization.

Discussion on Dedication

The findings support the research hypothesis in the affirmative that it is vital to enhance cabin crew engagement a full-service airline in Thailand through dedication facet. Dedication refers to cabin crew have developed mutual goals, beliefs, values, and cultures. They have positive and close relationships with their flight pursers and colleagues. Cabin crew regard themselves as a part of the organization and prioritize shared benefits above personal interests. Similarly, several researchers stated that when an employee is labeled as dedicated, it implies that they are proud of their job and value their contribution to the organization (Fountain, 2018; W. B. Schaufeli & A. B. Bakker, 2003; Smith, 2018).

A substantial number of studies also indicated that a crucial element of employee engagement was dedication (Ada & Ayse Begum, 2019; Ai Qin et al., 2018; Aldrin et al., 2019; Amah, 2018; Asif et al., 2019; Asumeng & Anokye, 2019; Baloch et al., 2019; Bosch et al., 2018; Burić & Macuka, 2017; Chen et al., 2018; Chen, 2018; Coo & Salanova, 2018; De Guzman & Dumantay, 2019; Dede et al., 2020; del Carmen Pérez-Fuentes et al., 2019; Dijkhuizen et al., 2018; du Plessis & Boshoff, 2018; Farooq et al., 2019; Finn et al., 2018; Gao et al., 2018; Gil-Beltrán et al., 2020; Henry, 2020; Iwanaga et al., 2018; Jianwu & Rong, 2018; Kotze & Massyn, 2019; Kravchenko, 2018; Kulikowski & Orzechowski, 2019; Lee et al., 2019; Lepistö et al., 2018; Lesener et al., 2019; Liu & Huang, 2019; Malinowska et al., 2018; Pieters, 2018; Robins et al., 2018; Rodrigues et al., 2019; Roudi & Asefi, 2018; Sawasdee et al., 2020; Shimazu et al., 2018; Sinval & Marôco, 2020; Stander et al., 2019; Syrek et al., 2018; Tepayakul & Rinthaisong, 2018; Tuckey et al., 2018; Tziner et al., 2019; Van der Walt, 2018; Van Steenberghe et al., 2018; Vassos et al., 2019; Watanabe, 2020; Yang et al., 2018; Zhang et al., 2020; Zhenyuan et al., 2018).

According to the current research results, in the dedication aspect, the overall cabin crew opinion scores are at their highest level. In terms of each item, the cabin crew established that the most crucial matter is that positive work experience would ensure the cabin crew of a full-service airline in Thailand are willing to provide services to passengers to the best of their ability. The results of this study similar to those of Liu and Xiang (2020) and Gong et al. (2009) who found the correlations between coaching behavior, leadership, and employee learning experience which result in developing the dedication of individual competence. Likewise, Cheng et al. (2018) mentioned that cabin crew with an essential level of emotional resources are more engaged in their jobs and demonstrate superior service performance. They conclude that engaged cabin crew may demonstrate the enhancement of working behavior through dedication which is one of essential engagement facet. Even though these results are different from the past studies noted in the literature review by Burckhardt (2012), who

found that transformational leadership influence correlates with followers' willingness to exert their commitment to perform duties, voluntarily put in additional effort and sense of purpose and mission, and intrinsic work motivation.

Pinto (2015) likewise mentioned that transformational leaders inspire employees to achieve their job responsibilities beyond expectations. Moreover, in order to develop dedication in cabin crew, it is essential to develop mentor leadership among flight pursers, which results in enhanced cabin crew experience.

Discussion on Increased Job Performance

The findings support the research hypothesis in the affirmative that it is vital to enhance cabin crew engagement a full-service airline in Thailand through increased job performance facet. Increased Job Performance refers to the cabin crew establishing their additional skills, knowledge, effort, and strength into the fundamental core duties, resulting in developing job performance. Similarly, generally speaking, on the phrase "increased job performance," over the last seven years, research on the effects of employee engagement has exploded, with academics showing the importance of engagement in enhancing in-role and job performance (Bakker et al., 2012; Eldor, 2017). Several researchers have defined job performance as "scalable actions, behaviors, and outcomes that employees engage in or bring about that are connected with and contribute to organizational goals," (Ohemeng et al., 2020; Viswesvaran & Ones, 2000). Beneficial outcomes correlated with employee engagement described by personal engagement, such as increased health and pleasant emotions; and organizational engagement, such as increased customer satisfaction and also job performance (Oliveira & Silva, 2015). Similarly, employees may demonstrate increased job performance as a result of their perception of being engaged and motivated to perform in challenging situations (Eldor, 2017; Macey & Schneider, 2008). Numerous researchers similarly found that employee may present increased job performance since they are completely engaged to their job responsibilities (Kahn, 1990; Ohemeng et al., 2020; Peláez et al., 2020). These results are comparable to past studies noted in the literature review that a crucial element of employee engagement was increased job performance (Arfat et al.,

2018; Basuki et al., 2020; Concepcion, 2020; Ge & Sun, 2020; Hobbs et al., 2020; Martinez et al., 2020; Moore et al., 2020; Ohemeng et al., 2020; Ou et al., 2018; Sawasdee et al., 2020; Tian & Zhang, 2020).

According to the current research findings, in the increased job performance aspect, the overall cabin crew opinion scores are at their highest level. In terms of each item, the cabin crew established that the most crucial matter is that positive work experience would ensure that cabin crew of full-service airline in Thailand placed importance on assigned duty. This study found a similar result to Ghani et al. (2018), who discovered a link between leadership who established mentoring and emotional support for their followers which increased subordinates' decision-making autonomy by giving meaning to their work and increasing their interest in customer service habits (Ghani et al., 2018). Moreover, Ramerman (2019) as well as exhibited that organizations may provide mentoring and coaching programs for leaders to develop relationships with employees, which may lead to a positive employee experience and result in increased engagement and effective performance. However, Hoyt (2005), on the other hand, mentioned that high-efficacy leaders exhibited more positive and reactive reactions that increased perceived performance, increased rated performance, greater domain identification, and a highly positive employee experience. Chen et al. (2018) argued that leaders' autonomy-support climate has an effect on employee emotional capital experience and may improve service performance through greater employee work engagement, particularly when employees experience elevated degrees of physical, emotional, and job instability.

Thus, it is stated that there are aspects that both are similar and distinct between aviation business and general business. As a result of this research, the researcher was able to acquire a new knowledge regarding cabin crew engagement in a full-service airline in Thailand.

5.3.2 Discussion on the Structure Model of Flight Purser Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement for a Full-Service Airline in Thailand

This study's output is a comprehension of the structure model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand. According to the research findings, the validation of the structure of three latent variables in accordance with the first research objective revealed that all latent variables were most likely applicable for creating structural equation models based on the conceptual framework derived from variable extraction. Moreover, the study results indicate that subfactors in flight purser leadership consist of five aspects, namely, morality, efficacy, mentoring, encouragement of self-initiation, and idealized influence. Cabin crew experience can be extracted through physical, emotional, and learning experience. Cabin crew engagement can be drawn from four subcategories: vigor, dedication, absorption, and increased job performance.

Additionally, in order to ascertain the relationship between variables consistent with empirical data, the researcher examines the following in light of the hypotheses presented in chapter three:

Research Hypothesis 1: Flight purser leadership characteristics have a positive relationship with cabin crew experience in a statistically significant way when studied in the context of the cabin crew of a full-service airline.

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The research result reveals that flight purser leadership has a positive relationship with cabin crew experience in a perspective of a full – service airline in Thailand through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership characteristics has a positive relationship with cabin crew

experience and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1 being supported.

The result is similar to those of Testa (2007) who described that leader may be more successful if they adapt their leadership styles and approaches to enhance their subordinates' and superiors' experience and motivation levels. Moreover, Ohunakin et al. (2019) enlightened those numerous studies have established the significance and value of leadership styles in service-producing industries, demonstrating their capacity to influence employees' overall well-being.

In addition, the researcher further conducted each subfactor in flight purser leadership characteristics, which are divided into five aspects, to evaluate the hypothesis of flight purser leadership, cabin crew experience, and cabin crew engagement relationships, which were derived from the conceptual research framework. The results of the relationship were as follows:

H 1.1 Moral leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline. (Supported)

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The result shows that the structural relationship of flight purser leadership on moral leadership has a positive relationship with cabin crew experience and cabin crew experience has a positive relationship with cabin crew engagement through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership on moral leadership, cabin crew experience, and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1.1 being supported.

The result is similar to the past studies of Bouzari et al. (2020), who determined that the application of moral leadership manners through airline managers, cabin crews attain signs regarding the moral core values, which aims at enhancing perceived moral

values suitable in terms of person-organization and person-job fit. Similarly, Chughtai et al. (2015) examined the influence of ethical leadership on two indicators of work-related well-being: work engagement and emotional exhaustion.

They found that ethical leader is a compassionate leader who values the well-being of their followers and encourages their open discussion on problems which are significant to them (Chughtai et al., 2015). Moreover, Spreitzer (1995) and Wu (2012) mentioned that subordinates may embrace their moral supervisor's commitment to work, they would also experience their work atmosphere as supportive and take initiative to develop their ability and responsibilities to meet high performance standards which is one of engagement facet in this current study. According to the finding of the current literature review, transformational leadership, moral leadership, servant leadership, and ethical leadership all have one critical characteristic: they are moral. Thus, the researcher applies these references to moral leadership.

H 1.2 Efficacy leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline. (Supported)

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The result shows that the structural relationship of flight purser leadership on efficacy leadership has a positive relationship with cabin crew experience and cabin crew experience has a positive relationship with cabin crew engagement through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership on efficacy leadership, cabin crew experience, and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1.2 being supported.

A similar result has been found in this study to the study of Hoyt (2005), who analyzed the effect of efficacy leadership on women's response to stereotype-based leadership position requirements in two laboratory studies. They determined that

leaders with a high level of efficacy provide a more positive employee experience and enhance employee performance (Hoyt, 2005). Likewise, Baloch et al. (2019), who stated that organizational leader-based self-efficacy and employee contentment are likely to have a major influence on employee engagement.

H 1.3 Mentoring leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline. (Supported)

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The result shows that the structural relationship of flight purser leadership on mentoring leadership has a positive relationship with cabin crew experience and cabin crew experience has a positive relationship with cabin crew engagement through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership on mentoring leadership, cabin crew experience, and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1.3 being supported.

The current research finding is consistent with previous studies cited in Ramerman's (2019) analysis of the literature, which discovered that fostering an optimum employee experience is critical for increasing a company's efficiency. They urged that the organization may provide programs that able to generate and assist employees to experience working wellbeing, emotional connection, and common objective such as mentoring coaching, personal development, and stress management, which may lead to positive employee experience (Ramerman, 2019). Accordingly, leaders with effective communication skills and the capacity to advise and coach employees are also necessary components for creating employee experience. Leaders may genuinely desire and work to understand their members' demands and objectives, and then integrate incentives to effectively encourage them, resulting in increased involvement and engagement, which results in encouraging employee experience

throughout the company (Ramerman, 2019; Turner & Kalman, 2015). Moreover, Ramerman (2019) further stated that the relationship between leaders and colleagues is an effective approach of enhancing employee experience in the areas of organizational participation and engagement. They pointed out that it is critical to provide mentoring and coaching programs for leaders in order to promote a positive employee experience, which results in employee engagement (Ramerman, 2019a).

Additionally, Ghani et al. (2018) investigated the relationship between empowered leadership and employee service performance and corporate citizenship behavior in the hotel and service industries, focusing on the mediating function of employee engagement. They established that empowering leadership has been broadly characterized as a type of behavior in which a leader provides critical guidance to followers in the form of mentoring, emotional support, and information sharing. As a result of such enriching experiences from leaders, employee will become more engaged in customer service behaviors (Ghani et al., 2018).

H 1.4 Encouragement of self-initiation leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline. (Supported)

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The result shows that the structural relationship of flight purser leadership on encouragement of self-initiation leadership has a positive relationship with cabin crew experience and cabin crew experience has a positive relationship with cabin crew engagement through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership on encouragement of self-initiation leadership, cabin crew experience, and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1.4 being supported.

This current study revealed a similar finding to Chen et al. (2018), who investigated leaders' autonomy-support climate and employee emotional capital experience, which contribute to service performance through heightened work engagement. They demonstrated that rather than enforcing pressure or control, leaders accept employees' perspectives through delivering alternatives and fostering self-initiation. Also, organizations that develop self-initiation leader support may improve service performance through greater employee work engagement, particularly when employees are experiencing elevated levels of physical, emotional, and job insecurity (Cheng et al., 2018).

H 1.5 Idealized influence leadership has a positive relationship with cabin crew experience in a statistically significant way when studied in the context of cabin crew of a full-service airline. (Supported)

According to the research result, the model could be used to identify whether the information is consistent with the conceptual framework. The result shows that the structural relationship of flight purser leadership on idealized influence leadership has a positive relationship with cabin crew experience and cabin crew experience has a positive relationship with cabin crew engagement through the level of statistical significance at 0.05. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Thus, the analysis of the structural equation model (SEM) of flight purser leadership on idealized influence leadership, cabin crew experience, and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 1.5 being supported.

The finding of current study is similar to those of Ohunakin et al. (2019), who examined the relationship of idealized influence leadership characteristic and employee work happiness, life satisfaction, and desire to leave the company in hospitality and tourism industry. As a result of idealized influence leadership, they discovered that the likelihood of employee turnover was reduced since employees reported higher levels of job satisfaction. They further proposed that hospitality organizations may employ a

in which idealized influence leadership is considered as a critical characteristic in enhancing their employees' attitudes and actions throughout their careers (Ohunakin et al., 2019). Furthermore, Beatrice (2020), who mentioned an idealized influence characteristic, is one of the transformational leaderships that has a considerable influence directly affecting employee engagement and serving as a moderator in the connection between psychological capital and employee engagement.

Research Hypothesis 2: Employee experience has a positive relationship with cabin crew engagement in a statistically significant way when studied in the context of the cabin crew of a full-service airline. (Supported)

This study's output is a comprehension of whether or not the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand is congruent with empirical data.

According to the research findings, cabin crew experience has a significant relationship with cabin crew engagement and is consistent with the empirical data-based hypothesis at the 0.05 level of statistical significance. The index of the statistics passed the model criteria and is consistent with the empirical data, which could be confirmed from the analysis of the structural equation model (SEM). Hence, the analysis of the structural equation model (SEM) of cabin crew experience and cabin crew engagement is in accordance with the criteria, which results in Hypothesis 2 being supported.

The finding of current study is similar to those of Bareket-Bojmel and Shuv-Ami (2019) who mentioned that promoting the employee experience results in increased employee satisfaction and engagement, performance, and efficiency, all of which contribute to the organization's overall accomplishment, reputation, and value. Moreover, they emphasized that employees' experience is associated with the organization's performance, and they need an emotional connection, to recognize enthusiasm and passion for their profession. It is apparent that employee experience is associated with work engagement (Bareket-Bojmel & Shuv-Ami, 2019). Similarly, Alshathry et al. (2017) demonstrated that emphasizing employee experience may

enhance the development of engagement and performance by focusing on their overall work experience. Moreover, Yim (2021) indicated that employees' experiences are contributing factor of employee engagement, and they are generated from the relationships that employees have with one another in the circumstances of their work environment.

5.3.3 Discussion on the Results of Testing a Structure Model of Flight Purser Leadership Characteristics, Cabin Crew Experience, and Cabin Crew Engagement of a Full-Service Airline in Thailand Consistent with Empirical Data

Research Hypothesis 3: Based on empirical data, the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement was developed. (Supported)

This study's output is a comprehension of whether or not the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand is congruent with empirical data. At the 0.05 level of statistical significance, the results showed that the empirical data-based hypothesis is supported by the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement. A structural equation model analysis reveals that the statistics index passed model criteria and is congruent with empirical data (SEM). Thus, SEM analysis of flight purser leadership characteristics, cabin crew experience and cabin crew engagement corresponds to the criteria. The model was then developed, supporting Hypothesis 3.

Moreover, the finding of this study is in line with those of various other academics who have presented that the behaviors of leaders and the organizational environment they generate have an influence on both the experiences of employees and the interpersonal relationships within the organization, as well as the level of employee engagement (Amah, 2018; May et al., 2004; Rothmann, 2010; Ugwu et al., 2014). Likewise, Yim (2021) indicated that the relationship that arises between a leader and a member is described as the "employee experience," and it is one of the aspects that

promote the level of employee engagement. Moreover, Ramerman (2019) also agreed that organizations may contribute to influential leaders who are capable of developing genuine relationships with their employees to stimulate employee experience. They further pointed out that leaders who have effective coaching skills and communication may encourage a positive employee experience then enhance employee engagement (Ramerman, 2019b; Turner & Kalman, 2015).

Furthermore, Chen et al. (2018) investigated leaders' autonomy-support climate and employee emotional capital experience, both of which contribute to increased service performance through enhanced job engagement. They discovered that supervisors contribute to creating autonomy support through listening to subordinates' job requirements, providing choice, and reflecting employees' emotions. They therefore discovered that when employees, particularly those in the service industry, are challenged with a variety of job demands, such as working the nightshift, being obliged to moderate emotional expressions, and the possibility of insecure employment, they are more engaged at work. As a result, leaders perform an important role in encouraging their subordinates' skills to accomplish work performance effectively (Chen et al., 2018). According to the result from the literature review and the statistical index, which passed model criteria that were congruent with empirical data (SEM), it could be comprehended that the structural equation model of flight purser leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand is consistent with the empirical data.

Despite this, it asserts that there is sufficient justification for focusing on the leadership characteristics of flight pursers, cabin crew experience, and enhancing cabin crew engagement at a full-service airline in Thailand. According to the previous comprehensive literature analysis in this research revealed that leadership factors have a significant effect on employee experiences in several perspectives. As a result of this, the findings of the research shed light on the aspects of flight purser leadership that influence the cabin crew experience in an aviation context. Likewise, Testa (2007) expressed that leaders may be more effective if they modify leading techniques and

methods to accommodate the experience and motivation levels of their subordinates and superiors. Furthermore, Rempel et al. (1985) and Wu (2012) indicated that employees who are influenced by moral leadership are more likely to perceive the working experience as supportive and to take the initiative to improve their skills through engaging in active learning, seeking feedback or guidance from supervisors, and meeting high performance standards, all of which contribute to an increase in the employees' self-esteem and level of expertise. However, the current research findings insisted that mentoring leadership has the most significant influencing employee experience. Therefore, mentoring leadership could be beneficial to flight pursers who employ this characteristic during perform working routine with cabin crew. This is due to the fact that it could develop a positive cabin crew experience, which could lead to having good relationships, clear guidance of working procedures, assistance from each other during work, and cabin crew independence to solve problems on their own. Thus, it is indicated that different flight purser leadership characteristics could lead to different outcomes in cabin crew experience. In addition, cabin crew members and flight pursers may be exposed to a variety of complicated working conditions on a daily basis. As a consequence, flight pursers are required to develop and employ appropriate leadership skills in order to successfully navigate and overcome these challenges. Additionally, the research results pointed out that cabin crew experience influence cabin engagement. Chen et al. (2018) examined leaders' autonomy-support climate and employee emotional capital experience, which lead to service performance as a result of increased career engagement. They explained that leaders should encourage their open communication and provide them with a variety of options and choices, as well as encourage their employees to have confidence in their ability to successfully perform their jobs. The findings demonstrated that organizations that foster support from the unit leader may be able to enhance service performance through increased employee work engagement. This is especially relevant when employees are experiencing higher levels of physical, emotional, and job insecurity. Similarly, the current research findings showed that cabin crew experience influence cabin engagement. In conclusion, the

airline ought to initiate a positive cabin crew experience that comprises emotional, physical, and learning facets in order to enhance cabin crew engagement. These aspects are described in the recommendations for implementation section that can be found further on the page.

5.4 Recommendations for Implementation

The purpose of this research is to examine the structure model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand in order to gather research findings that will benefit the airline in developing cabin crew engagement. As mentioned in Concepcion (2020), employee engagement is a contentious topic in the academic and business communities since it is the primary reason for organization performance and competitiveness. Correspondingly, cabin crew engagement may lead to a business competitiveness advantage. According to the research findings from this current study, the structural model generated from the literature analysis, which was then adjusted in accordance with the empirical data, is suitable for the development of cabin crew engagement of a full-service airline in Thailand.

The results demonstrate that mentoring is the most crucial component of flight purser leadership characteristics, followed by encouragement of self-initiation, idealized influence, efficacy, and moral leadership, all of which led to the development of cabin crew experience and result in the development of absorption in cabin crew engagement. Cabin crew engagement can be enhanced through the airline's considerations of promoting mentor leadership and cabin crew emotional experience.

Thus, the current study's findings, as briefly described above, can be focused on research implications that can be applied as a guideline for the development of flight purser leadership, cabin crew experience and cabin crew engagement in a full-service airline in Thailand, comprising of mentoring facet of leadership, emotional facet of experience and absorption facet of engagement. The recommendations are provided in

order from the most statistically significant facet in each variable that could be implemented, as follows:

5.4.1 Recommendations for the development of Flight Purser Leadership Characteristics

Flight purser leadership is a capability or individual characteristic influencing cabin crew in working experience. They notice cabin crew needs and facilitate them with work resources, resulting in satisfactory accomplishment of safety and service performance delivered to passengers. They monitor and supervise cabin crew performance.

The study results show that all perceptions of flight purser leadership characteristics are at their highest level. In this research findings, cabin crew of a Full-Service Airline in Thailand perceive that most significant of flight purser leadership characteristics is the aspect of mentoring followed by encouragement of self-initiation, idealized influence, efficacy and moral leadership. However, mentoring is the most significant facet for airline to develop flight pursers leadership characteristics. Mentor leadership refers to a relationship between a flight purser and cabin crew. An experienced, knowledgeable, and trustworthy flight purser observes all cabin crew's performances individually in a team by guiding, educating, assisting, and giving them opportunities to resolve problems and is willing to facilitate them with all the needed resources. The recommendations are stated at the highest statistically significant level accordingly. Therefore, in light of these findings, airlines to enhance:

- 1) The recognition of good relationship with colleagues between flight purser and cabin crew.
- 2) Flight purser to provide clear guidance of working procedure for cabin crew.
- 3) Flight purser to give cabin crew assistance during work.
- 4) Flight purser to provide cabin crew independence to solve problems by oneself.

Corresponding to the findings, mentoring leadership development approach in flight pursers should be optimized and implemented. A leader who exhibits mentoring leadership is one who provides followers with vital assistance in the form of mentoring, inspiration and encouragement, moral security, and the sharing of knowledge (Ghani et al., 2018). The airline may provide more supervisory and leadership training programs in order to develop communication skills between flight pursers and cabin crew, consequently fostering the progress of positive relationships and the ability to deliver cabin crew members adequate instructions regarding their working procedures. The courses may recommend practices to manage crew teamwork, crew communication, and crew coordination skills, as well as employing a suitable leadership approach that the flight purser could apply to facilitate cabin crew assistance during work and provide them with the independence to solve problems on their own. Flight purser may learn to recognition and appropriate application of different leadership styles for different circumstances. Moreover, the courses may assert identification of different personality styles within the workplace and team forming and coaching or mentoring, including tools that can be employed to encourage cooperation, motivation and transparency from other crew members. Furthermore, training courses could be included within the flight purser competency framework, which consists of briefing skills to provide clear guidance of working procedures for cabin crew, reducing conflict and mistakes while performing working routines.

5.4.2 Recommendations for the development of Cabin Crew Experience

Cabin crew experience refers to a working experience relationship between cabin crew and flight purser, and there are three kinds of experiences that cabin crew have had during working on a full-service airline which are emotional, physical and learning experience.

The study results show that all perceptions of cabin crew experience characteristics are at their highest level. In this research findings, cabin crew of a Full-Service Airline in Thailand perceive that most significant of cabin crew experience characteristics is the aspect of emotional followed by learning and physical experience.

The study results show that all perceptions of cabin crew experience are at their highest level. However, emotional is the most significant facet for airline to develop cabin crew experience. Emotional experience refers to a positive psychology tool. Cabin crew are capable of providing service and safety while remaining cheerful in a daily working routine. They may sense optimistic regarding their flight purser, career, and working environment. The recommendations are stated at the highest statistically significant level accordingly. Therefore, in light of these findings, airlines to enhance:

- 1) A warm and friendly working environment between flight purser and cabin crew.
- 2) Mutual assistance between flight purser and cabin crew.
- 3) Flight purser to give cabin crew opportunity to express opinions during work.
- 4) Giving respect to colleagues among and between flight purser and cabin crew.

As a result, the airline may implement the practice of developing cabin crew experience through training. Accordingly, to understand and be able to adapt and coordinate with cabin crew without controversy, the course syllabus may include subjects regarding support, inspiration, and respect, as well as understanding to diverse cultural beliefs, morals, and practices that could enhance respect between flight purser and cabin crew. Efficient communication and co-ordination learning program between all crew members including inexperienced cabin crew members may enrich friendly working environment between flight purser and cabin crew. Moreover, a personal development and social etiquette training programs could be initiated for flight pursers and cabin crew to develop positive relationships that result in a warm and friendly working environment and increase mutual assistance between flight purser and cabin crew. The content of the course should include the techniques that allow flight purser to consent to cabin crew express opinions and self-correct during work.

5.4.3 Recommendations for the development of Cabin Crew

Engagement

Cabin crew engagement refers to when cabin crew have developed mutual goals, beliefs, values, and cultures. They have positive and close relationships with their flight pursers and colleagues. Cabin crew regard themselves as a part of the organization and prioritize shared benefits above personal interests.

The study results show that all perceptions of cabin crew engagement characteristics are at their highest level. In this research findings, cabin crew of a Full-Service Airline in Thailand perceive that most significant of cabin crew engagement characteristics is the aspect of absorption followed by vigor, dedication and increased job performance facet. The study results show that all perceptions of cabin crew engagement are at their highest level. However, absorption is the most significant facet for airline to develop cabin crew engagement. Absorption refers to the cabin crew feeling immersed and engaged in their flight duties. They experienced time flying and were unable to detach from work. They perform short and long flight hours enthusiastically and are able to work for many consecutive days without boredom or exhaustion. The recommendations are stated at the highest statistically significant level accordingly. Therefore, in light of these findings, airlines to enhance:

- 1) Working atmosphere which enhances cabin crew happiness and enjoyment at work.
- 2) Designing of cabin crew job responsibilities to feel that time flied while working every day.
- 3) Cabin crew enthusiasm in assigned work.
- 4) Cabin crew that has strong ties with their profession and assigned duty.

Therefore, the airline may employ the training program Workshop “Flight Purser and Cabin Crew Mindset” to promote their positive mindset which able to develop working atmosphere which enhances cabin crew happiness and enjoyment at work. Moreover, the course should be coached regarding emotional steadiness, briefing

leadership, ability to encourage and inspire to utilize knowledge and skill as a leader to deal with other circumstances in the flight. Furthermore, the airline may provide the course on the subject of sense of fairness and decision-making processes for flight purser which lead to designing of cabin crew job responsibilities to feel that time flied while working every day. The development of cabin crew engagement could be increased according to appropriate delegation of duties and responsibilities training techniques should be practiced in flight purser. More importantly, fatigue supervision, flight and duty time restrictions, rest requirements (both in-flight and on ground), the physiological facet of fatigue and fatigue countermeasures, and the allocation of in-flight cabin crew rest are considered as the subjects to be enhanced in the course training in order to provide flight purser designing appropriate of cabin crew job responsibilities. Every year, all subjects might be updated, reviewed and practiced.

5.4.4 Recommendations for Future Research

- 1) Future researchers could consider studying other types of airlines such as low-cost airlines.
- 2) This study was quantitative; it is suggested that future studies utilize a qualitative methodology, such as in-depth interviews, to shed light on the particular factors contributing to the data.
- 3) This study explored the flight purser's leadership characteristics perspective. Therefore, it is recommended that future studies examine a broader perspective on management leadership characteristics to gain more comprehensive findings which will benefit airline management.
- 4) Future researchers could investigate airlines with different working cultures in order to evaluate and acquire additional distinctive results.

5.5 Limitations of the Research

There has been a crisis in the airline industry all over the world and in Thailand as a result of the current circumstances surrounding the airline business as well as the enduring pandemic caused by COVID-19. This crisis has an effect on the engagement of cabin crew members when the study is being constructed. It is a consequence of the fact that the study was established to attain recommendations for the development of cabin crew engagement. Moreover, the COVID-19 pandemic has had an impact on the research methods due to the unpredictability of conditions that occurred while the research was being conducted, such as the data collection process. Despite this, once the COVID-19 pandemic is resolved and the airline industry resumes normal business operations, it might be conceivable to broaden the scope of the study so that it accounts for research methodologies that are more convenient to manage.

BIBLIOGRAPHY

- Abbott, A. R. (2017). *Purdue Extension: Employee Engagement and Leadership Style* (Publication Number 10624603) [Ed.D., Creighton University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Acar, A. Z., & Karabulak, S. (2015, 2015/10/20/). Competition between Full Service Network Carriers and Low Cost Carriers in Turkish Airline Market. *Procedia - Social and Behavioral Sciences*, 207, 642-651.
- Ada, T. C., & Ayse Begum, O. (2019). Linking employee dissent to work engagement: distributive justice as a moderator. *Journal of behavioral and applied management*, 19(1), 1-21.
- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career development international*.
- Aini Maznina, A. M., Tengku Siti Aisha Tengku Mohd Azman, S., Mazni, B., & Syed Arabi, I. (2019). The relationships of individual well-being and working environment with job satisfaction among factory workers in Malaysia. *Intellectual discourse*, 27(1), 221-243.
- Aiqin, L. V., Ran, L. V., Haixia, X. U., Yujun, N., & Ying, L. I. (2018). Team autonomy amplifies the positive effects of proactive personality on work engagement. *Social Behavior & Personality: an international journal*, 46(7), 1071-1081.
- Akbarian Bafghi, M. J., Zare, Z., & Rahimi, N. (2020). Quality of work life in family physicians of bam, Iran. *Journal of family & reproductive health*, 14(1), 32-37.
- Al-Maskari, M. A., Dupo, J. U., & Al-Sulaimi, N. K. (2020). Quality of work life among nurses: a case study from ad dakhiliyah governorate, Oman. *Sultan Qaboos University medical journal*, 20(4), e304-e311.
- Aldrin, N., Merdiaty, N., & Travlos, A. K. (2019). Effect of job crafting on work engagement with mindfulness as a mediator. *Cogent Psychology*, 6(1), 1-14.
- Ali, M., Sheikh, A. Z., Ali, I., Jinji, P., & Sumbal, M. S. (2020). The moderating effect of supervisor-subordinate guanxi on the relationship between transformational

- leadership and organizational effectiveness. *Journal of East-West Business*, 26(2), 161-192.
- Alshathry, S., Clarke, M., & Goodman, S. (2017, 07/10). The role of employer brand equity in employee attraction and retention: A unified framework. *International Journal of Organizational Analysis*, 25, pp.413-431.
- Amah, O. E. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables. *SAJIP: South African Journal of Industrial Psychology*, 44(1), N.PAG-N.PAG.
- Ambler, T., & Barrow, S. (1996, 12/01). The employer brand. *Journal of Brand Management*, 4.
- Aquino, K., & Reed II, A. (2002). The self-importance of moral identity. *Journal of Personality and Social Psychology*, 83(6), 1423-1440.
- Aragon-Correa, J., García-Morales, V., & Cordón-Pozo, E. (2007, 04/01). Leadership and organizational learning's role on innovation and performance: Lessons from Spain. *Industrial Marketing Management - IND MARKET MANAG*, 36, 349-359.
- Araslı, H., & Arıcı, H. E. (2019). The art of retaining seasonal employees: three industry-specific leadership styles. *留住季节性员工的艺术：三种行业特定的领导风格*, 39(3/4), 175-205.
- Arasli, H., Bahman Teimouri, R., Kiliç, H., & Aghaei, I. (2017, 2017/06/09). Effects of service orientation on job embeddedness in hotel industry. *The Service Industries Journal*, 37(9-10), 607-627.
- Arfat, Y., Mehmood, K., Rehman, M., & Saleem, R. (2017). The role of leadership in work engagement: the moderating role of a bureaucratic and supportive culture. *Pakistan Business Review*, 19(3), 688-705.
- Arfat, Y., Rehman, M., & Aslam, U. (2018). How destructive organizational parameters affect work engagement: investigating the role of abusive supervision. *Abasyn University Journal of Social Sciences*, 11(2), 295-311.
- Arslan, A., & Staub, S. (2013, 2013/04/03/). Theory x and theory y type leadership behavior and its impact on organizational performance: small business owners in

- the şishane lighting and chandelier district. *Procedia - Social and Behavioral Sciences*, 75, 102-111.
- Asif, F., Javed, U., & Janjua, S. Y. (2018, Summer2018). The job demand-control-support model and employee wellbeing: a meta-analysis of previous research. *Pakistan Journal of Psychological Research*, 33(1), 203-221.
- Asif, M., Khan, A., & Pasha, M. A. (2019). Psychological capital of employees' engagement: moderating impact of conflict management in the financial sector of Pakistan. *Global Social Sciences Review*, IV, 160-172.
- Asumeng, M., & Anokye, E. N. (2019). Psychological capital and achievement motivation as predictors of work engagement : a study of micro and small-scale entrepreneurs in Accra, Ghana. *Ife psychologia*, 27(2), 62-73.
- Atalık, Ö., Bakır, M., & Akan, Ş. (2019). The role of in-flight service quality on value for money in business class: a logit model on the airline industry. *Administrative Sciences*, 9(1), 26.
- Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. *Journal of Business Ethics*, 107(1), 21-34.
- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire: Manual and sample set (3rd ed.).
- Baard, P., Deci, E., & Ryan, R. (2004, 10/01). Intrinsic need satisfaction: A motivational basis of performance and well-being in two work settings¹. *Journal of Applied Social Psychology*, 34, 2045-2068.
- Babić, D., & Kalić, M. (2018, 2018/01/01/). Modeling the selection of airline network structure in a competitive environment. *Journal of Air Transport Management*, 66, 42-52.
- Bakker, A. B., Demerouti, E., & ten Brummelhuis, L. L. (2012, 2012/04/01/). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80(2), 555-564.
- Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*. Psychology press.

- Baloch, T., Sabra, M., & Ziaur-Rehman, M. (2019, Summer2019). Investigating the relationship between identity-based leadership and employee engagement with employee core self-evaluation. *Global Social Sciences Review*, 4(3), 237-251.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American psychologist*, 37(2), 122.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. W H Freeman/Times Books/ Henry Holt & Co.
- [Record #160 is using a reference type undefined in this output style.]
- Bangkok Airways. (2020). *Bangkok Airways annual report 2020*.
- Bareket-Bojmel, L., & Shuv-Ami, A. (2019). The brand is my workplace. *International Journal of Manpower*, 40(5), 818-833.
- Barnett, R. C., & Hyde, J. S. (2001). Women, men, work, and family: An expansionist theory. *American psychologist*, 56(10), 781-796.
- Barrow, S., & Mosley, R. (2011). *The employer brand: Bringing the best of brand management to people at work*. John Wiley & Sons.
- Baruah, R., & Reddy, K. J. (2018). Implication of emotional labor, cognitive flexibility, and relational energy among cabin crew: A review. *Indian Journal of Occupational & Environmental Medicine*, 22(1), 2-4.
- Bass, M. B., Avolio, B. J., & Jung, Y. P. (1994). *Improving organizational effectiveness through transformational leadership*. sage.
- Bass, M. B., & Press, R. (2008). *The bass handbook of leadership theory research and managerial applications* eBook.
- Bass, B., & Avolio, B. (2000). *Multifactor Leadership Questionnaire: MLQ: Sampler Set*.
- Bass, B., & Riggio, R. (2006). *Transformational leadership*. Mahwah, Nj: Lawrence Erlbaum associates, Inc.
- Bass, B. M. (1999, 1999/03/01). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Bass, B. M., & Stogdill, R. M. (1990). *Handbook of leadership*. New York: Free Press., 11.

- Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public administration quarterly*, 112-121.
- Bass, B. M., & Bass Bernard, M. (1985). Leadership and performance beyond expectations.
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10(2), 181-217.
- Basuki, Zulfikar, R., Khuzaini, & Widyanti, R. (2020). Warranting increased operational performance of pharmaceutical firms of Indonesia through collaborative and calculative HRM practices: mediating role of employee engagement. *Systematic Reviews in Pharmacy*, 11(2), 516-524.
- Bavik, A. (2020). A systematic review of the servant leadership literature in management and hospitality. *International Journal of Contemporary Hospitality Management*, 32(1), 347-382.
- Bavik, A., Bavik, Y. L., & Tang, P. M. (2017, 2017/11/01). Servant leadership, employee job crafting, and citizenship behaviors: A cross-level investigation. *Cornell Hospitality Quarterly*, 58(4), 364-373.
- Baykal, E. (2020). Effects of servant leadership on psychological capitals and productivities of employees. *Hizmetkar Liderliğin Çalışanların Pozitif Psikolojik Sermayeleri ve Üretkenlikleri Üzerine Etkisi.*, 34(2), 273-291.
- Beatrice, S. (2020). *Improving engagement: the moderating effect of leadership style on the relationship between psychological capital and employee engagement* (Publication Number 28153096) [D.B.A., University of South Florida]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Becker, G. S. (1974). A theory of social interactions. *Journal of political economy*, 82(6), 1063-1093.
- Begley, P., & Wong, K.-C. (2001, 2001/10/01). Multiple perspectives on values and ethical leadership. *International Journal of Leadership in Education*, 4(4), 293-296.
- Behrendt, P., Matz, S., & Göritz, A. S. (2017, 2017/02/01/). An integrative model of leadership behavior. *The Leadership Quarterly*, 28(1), 229-244.

- Bello, B. A., Adeyemi, F. F., Ologbenla, P., & Lawal, T. O. (2020). Quality of work life and employee performance in nestle nigeria plc agbara, ota-ogun state nigeria. *Journal of Academic Research in Economics*, 12(3).
- Benson, M. C. (2017). *How and why undergraduates' perception of leadership may affect their work-readiness upon graduation: A qualitative case-study* (Publication Number 10641985) [Ed.D., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Beşikçi, E. B. (2019, 2019/08/01/). Strategic leadership styles on maritime safety. *Ocean Engineering*, 185, 1-11.
- Bethencourt, L. A. (2012). *Employee engagement and self-determination theory* (Publication Number 3552273) [Ph.D., Northern Illinois University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Bhatt, R. (2020, 06/11). Employee engagement: a tool for talent management, retention and employee satisfaction in the it/ites companies in India.
- Biancone, P. P., Secinaro, S., Radwan, M., & Kamal, M. (2019). Halal tourism: An opportunity for the global tourism industry. *Tourism Analysis*, 24(3), 395-404.
- Bieger, T., & Wittmer, A. (2006, 2006/01/01/). Air transport and tourism—Perspectives and challenges for destinations, airlines and governments. *Journal of Air Transport Management*, 12(1), 40-46.
- Bienefeld, N., & Grote, G. (2014, 2014/11/02). Speaking up in ad hoc multiteam systems: Individual-level effects of psychological safety, status, and leadership within and across teams. *European Journal of Work and Organizational Psychology*, 23(6), 930-945.
- Bilal, H., Farooq, N., & Rukh, L. (2019, Summer2019). Trust, rewards and training impact on employee's work engagement: an evidence from banking sector. *Global Social Sciences Review*, 4(3), 227-236.
- Bitzan, J., & Peoples, J. (2016). A comparative analysis of cost change for low-cost, full-service, and other carriers in the US airline industry. *Research in Transportation Economics*, 56, 25-41.

- Blake, A. M., & Moseley, J. L. (2010). One hundred years after the principles of scientific management: Frederick Taylor's life and impact on the field of human performance technology. *Performance Improvement, 49*(4), 27-34.
- Bodenhausen, C., & Curtis, C. (2016). Transformational Leadership and Employee Involvement: Perspectives from Millennial Workforce Entrants. *Journal of Quality Assurance in Hospitality & Tourism, 17*(3), 371-387.
- Boey, T. S., Ekiz, E. H., & Kamarulzaman, Y. (2012). Factors determining choice of full service airlines and low cost carriers: The case of Malaysia. *Asia-Pacific Journal of Innovation in Hospitality and Tourism, 1*(2), 179-194.
- Bonett, D. G., & Wright, T. A. (2015, 2015/01/01). Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of Organizational Behavior, 36*(1), 3-15.
- Bonitto, L., & Noriega, P. B. (2012). Leadership and ethics in the service industry. *Consortium Journal of Hospitality & Tourism, 17*(2), 1-26.
- Borman, W. C. (2004, 2004/12/01). The concept of organizational citizenship. *Current Directions in Psychological Science, 13*(6), 238-241.
- Bosch, C., Sonnentag, S., & Pinck, A. S. (2018). What makes for a good break? A diary study on recovery experiences during lunch break. *Journal of Occupational and Organizational Psychology, 91*(1), 134-157.
- Bouzari, M., & Safavi, H. P. (2021). The association between servant leadership and lateness attitude: the mediation effects of career adaptability and job embeddedness. *European Journal of Tourism Research, 28*, 1-24.
- Bouzari, M., Safavi, H. P., & Vatankhah, S. (2020). The impact of ethical leadership on counterproductivity among cabin crews. *European Journal of Tourism Research, 25*, 1-20.
- Bovier, C. (1993, 1993/06//). Teamwork: the heart of an airline. *Training, 30*(6), 53+.
- Boyd, J. A. (2020). *Strategies small business leaders use to improve employee engagement* (Publication Number 28092158) [D.B.A., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Bozogáň, M., & Hurná, S. (2018). Differences between low-cost model and full-service model in air industry. *Acta Logistica, 5*(4), 115-119.

- Breevaart, K., Demerouti, E., & Heuvel, M. (2015, 09/14). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology, 30*.
- Brief, A., & Weiss, H. (2002, 02/01). Organizational behavior: Affect in the workplace. *Annual review of psychology, 53*, 279-307.
- Brown, M., & Treviño, L. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly, 17*(6), 595-616.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005, 2005/07/01/). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes, 97*(2), 117-134.
- Bryant, S. (2003, 11/01). The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge. *Journal of Leadership & Organizational Studies, 9*.
- Buil, I., Martínez, E., & Matute, J. (2019, 2019/01/01/). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management, 77*, 64-75.
- Burckhardt, O. H. (2012). *Leadership and crisis management at continental and Lufthansa: Critical success factors for airline executives* (Publication Number 3532735) [D.M., University of Phoenix]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Burić, I., & Macuka, I. (2017). Self-efficacy, emotions and work engagement among teachers: A two wave cross-lagged analysis. *Journal of Happiness studies, 19*(7), 1917-1933.
- Burns, J. M. (1978). *Leadership* (1st ed. ed.). Harper & Row.
- Bush, T., & Coleman, M. (1995). Professional development for heads: the role of mentoring. *Journal of Educational Administration, 33*(5), 60-73.
- Byrne, B. M. (1998). *Structural equation modeling with Amos basic concepts, applications, and programming* (2 ed.). Taylor and Francis Group, LLC
Routledge is an imprint of Taylor & Francis Group, an Informa business.
- Byrne, Z. S. (2014). *Understanding employee engagement: Theory, research, and practice*. Routledge.

- Cacioppe, R. (1997). Leadership moment by moment! *Leadership & Organization Development Journal*, 18(7), 335-345.
- Calloway, J. A., & Awadzi, W. (2008). Leadership and organizational success: an examination of the trait, skills, and transformational approaches. *Consortium Journal of Hospitality & Tourism*, 13(1), 13-23.
- CAPA. (2021). *U-Tapao airport project: Thailand approves BBS Joint Venture Analysis*. Retrieved 1 JUNE 2021 from
- Casucci, T., Locke, A. B., Henson, A., & Qeadan, F. (2020). A workplace well-being game intervention for health sciences librarians to address burnout. *Journal of the Medical Library Association*, 108(4), 605-617.
- Cazan, A.-M., Truță, C., & Pavalache-Ilie, M. (2019). The work-life conflict and satisfaction with life: Correlates and the mediating role of the work-family conflict. *Romanian Journal of Psychology*, 21(1).
- Cenkci, A. T., & Otken, A. B. (2019). Linking employee dissent to work engagement: Distributive justice as a moderator. *Journal of Behavioral & Applied Management*, 19(1), 1-21.
- Chambers, R. J., II. (2016). *Evaluating indicators of job performance: Distributions and types of analyses* (Publication Number 10307765) [Ph.D., Louisiana Tech University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Chan, K.-Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of applied psychology*, 86(3), 481-498.
- Chemers, M. (2014). An integrative theory of leadership.
- Chen, C.-F., & Chen, S.-C. (2012, 01//Jan-Mar2012). Burnout and work engagement among cabin crew: Antecedents and consequences. *International Journal of Aviation Psychology*, 22(1), 41-58.
- Chen, C.-F., & Chen, S.-C. (2014, 2014/02/01/). Measuring the effects of safety management system practices, morality leadership and self-efficacy on pilots' safety behaviors: Safety motivation as a mediator. *Safety Science*, 62, 376-385.

- Chen, S.-C. (2017, 2017/07/01/). Paternalistic leadership and cabin crews' upward safety communication: The motivation of voice behavior. *Journal of Air Transport Management*, 62, 44-53.
- Chen, S.-L., Shih, C.-T., & Chi, N.-W. (2018). A multilevel job demands-resources model of work engagement: Antecedents, consequences, and boundary conditions. *Human performance*, 31(5), 282-304.
- Chen, S. L. (2018). Cross-level effects of high-commitment work systems on work engagement: the mediating role of psychological capital. *Asia Pacific journal of human resources*, 56(3), 384-401.
- Cheng, B.-S., Boer, D., Chou, L.-F., Huang, M.-P., Yoneyama, S., Shim, D., Sun, J., Lin, T.-T., Chou, W.-J., & Tsai, C.-Y. (2013, 06/06). Paternalistic leadership in four east Asian societies. *Journal of Cross-Cultural Psychology*, 45.
- Cheng, T.-M., Hong, C.-Y., & Yang, B.-C. (2018, 2018/03/01/). Examining the moderating effects of service climate on psychological capital, work engagement, and service behavior among flight attendants. *Journal of Air Transport Management*, 67, 94-102.
- Chikeleze, M. C. (2014). *Validation of the Ethical Leadership Style Questionnaire (ELSQ)* (Publication Number 3584797) [Ph.D., Benedictine University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Cho, S.-H., Ali, F., & Manhas, P. S. (2018). Examining the impact of risk perceptions on intentions to travel by air: A comparison of full-service carriers and low-cost carriers. *Journal of Air Transport Management*, 71, 20-27.
- Chonsalasin, D., Jomnonkwao, S., & Ratanavaraha, V. (2020). Key determinants of airline loyalty modeling in Thailand. *Sustainability*, 12(10), 4165.
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking ethical leadership to employee well-being: The role of trust in supervisor. *Journal of Business Ethics*, 128(3), 653-663.
- Cole, M. S., Walter, F., Bedeian, A. G., & O'Boyle, E. H. (2012). Job burnout and employee engagement: A meta-analytic examination of construct proliferation. *Journal of Management*, 38(5), 1550-1581.

- Concepcion, H. M. (2020). *A correlational study of manager-employee relationship, employee rewards, and employee engagement* (Publication Number 28157505) [D.B.A., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Coo, C., & Salanova, M. (2018). Mindfulness can make you happy-and-productive: A mindfulness controlled trial and its effects on happiness, work engagement and performance. *Journal of Happiness studies*, 19(6), 1691-1711.
- Cote, R. (2018). Leadership Analysis: Southwest Airlines - Herb Kelleher, CEO. *Journal of Leadership, Accountability & Ethics*, 15(1), 113-124.
- Cruse, R. L. (2020). *Employees' perception of leaders emotional intelligence in the airline services industry: A correlational study* (Publication Number 28257006) [Ph.D., Grand Canyon University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Creese, Y. (2019). *Employee work experience: Perceived trustworthiness and honesty-humility of supervisor on affective organizational commitment* ProQuest Dissertations Publishing].
- Crisp, G., & Alvarado-Young, K. (2018, Summer2018). The role of mentoring in leadership development. *New Directions for Student Leadership*, 2018(158), 37-47.
- Crisp, G., & Cruz, I. (2009, 09/01). Mentoring college students: A critical review of the literature between 1990 and 2007. *Research in Higher Education*, 50, 525-545.
- Cropanzano, R., & Mitchell, M. S. (2005, 2005/12/01). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Cropanzano, R., Rupp, D., & Byrne, Z. (2003, 03/01). The relationship of emotional exhaustion to job performance ratings and organizational citizenship behavior. *The Journal of applied psychology*, 88, 160-169.
- Daisuke, K., & Hidenori, S. (2020). Employee Engagement and Work Engagement: Same Wine, Different Bottles? *Annals of Business Administrative Science*, 19(6), 227-239.
- Dang, D. K. (2016). *Leadership preparation in higher education between catholic and the communist leaders in Vietnam: studying perceptions of leadership*

- preparedness, leadership culture, leadership collaboration, and policy implementation* (Publication Number 10601894) [Ph.D., Niagara University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Daniels, E. (2000). Mentors matter: finding someone to look up to can get your career going. *Florida Times Union*.
- Dannels, L. P. (2020). *Head of talent role in cultivating a humanistic employee experience in large organizations* (Publication Number 28085782) [Ph.D., Pepperdine University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Dantley, M. E. (2005). Moral leadership: Shifting the management paradigm. *The Sage handbook of educational leadership: Advances in theory, research, and practice*, 34-46.
- Davies, G. (2008, 05/30). Employer branding and its influence on managers. *European Journal of Marketing*, 42, 667-681.
- Davis, A. J. (2009). *Moral leadership: the leadership of the future: an exploratory study in a Bahá'í-inspired faith school* (Publication Number 27923154) [Ph.D., University of Leicester (United Kingdom)]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Davison, R. B., & Hollenbeck, J. R. (2012). Boundary spanning in the domain of multiteam systems. In *Multiteam Systems* (pp. 335-374). Routledge.
- de Crom, N., & Rothmann, S. (2018, 2018-12-18). Corrigendum: Demands-abilities fit, work beliefs, meaningful work and engagement in nature-based jobs. *SA Journal of Industrial Psychology*, 44.
- De Guzman, A. B., & Dumantay, M. C. F. (2019). Examining the role of future time perspective (FTP) and affective commitment on the work engagement of aging Filipino professors: A structural equation model. *Educational Gerontology*, 45(5), 324-333.
- De Hoogh, A., & Den Hartog, D. (2008, 06/01). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The Leadership Quarterly*, 19, 297-311.

Dede, E., Çetin, C., & Eryılmaz, S. (2020). The effect of ethical leadership on work engagement: A study on humanitarian aid organizations in Turkey. *Etik Liderliğin İş Katılımı Üzerindeki Etkisi: Türkiye'deki İnsani Yardım Kuruluşları Üzerine Bir Araştırma.*, 10(1), 105-124.

[Record #308 is using a reference type undefined in this output style.]

del Carmen Pérez-Fuentes, M., Jurado, M. d. M. M., Linares, J. J. G., Martín, A. B. B., Márquez, M. d. M. S., Martínez, Á. M., Tortosa, B. M., González, A., & Oropesa, N. F. (2019). Engagement y autoeficacia en profesionales de medicina. *Calidad de Vida y Salud*, 12(2).

Delbari, S. A., Ng, S. I., Aziz, Y. A., & Ho, J. A. (2016, 2016/04/01/). An investigation of key competitiveness indicators and drivers of full-service airlines using Delphi and AHP techniques. *Journal of Air Transport Management*, 52, 23-34.

Delmas, P., O'Reilly, L., Cara, C., Brousseau, S., Weidmann, J., Roulet-Schwab, D., Ledoux, I., Pasquier, J., Antonini, M., & Bellier-Teichmann, T. (2018). Effects on nurses' quality of working life and on patients' quality of life of an educational intervention to strengthen humanistic practice among hemodialysis nurses in Switzerland: a protocol for a mixed-methods cluster randomized controlled trial. *BMC Nursing*, 17(1), 47-47.

Delmas, P., O'Reilly, L., Cara, C., Brousseau, S., Weidmann, J., Roulet-Schwab, D., Ledoux, I., Pasquier, J., Antonini, M., & Bellier-Teichmann, T. (2018, 2018/11/21). Effects on nurses' quality of working life and on patients' quality of life of an educational intervention to strengthen humanistic practice among hemodialysis nurses in Switzerland: a protocol for a mixed-methods cluster randomized controlled trial. *BMC Nursing*, 17(1), 47.

Dennis, R. S., & Bocarnea, M. (2005). Development of the servant leadership assessment instrument. *Leadership & Organization Development Journal*, 26(8), 600-615.

Dijkhuizen, J., Gorgievski, M., van Veldhoven, M., & Schalk, R. (2018). Well-being, personal success and business performance among entrepreneurs: A two-wave study. *Journal of Happiness studies*, 19(8), 2187-2204.

- Ding, H., Yu, E., & Li, Y. (2020). Transformational leadership and core self-evaluation: The roles of psychological well-being and supervisor-subordinate guanxi. *Journal of psychology in Africa, 30*(3), 236-242.
- DLR, G. A. C. (2008). *Topical report: Airline business models* [report].
- du Plessis, M., & Boshoff, A. B. (2018). The role of psychological capital in the relationship between authentic leadership and work engagement. *South African Journal of Human Resource Management, 16*(1), N.PAG-N.PAG.
- DuBois, M., Koch, J., Hanlon, J., Nyatuga, B., & Kerr, N. (2015). Leadership styles of effective project managers: Techniques and traits to lead high performance teams. *Journal of Economic Development, Management, IT, Finance & Marketing, 7*(1).
- Dubreuil, P., Forest, J., & Courcy, F. (2014). From strengths use to work performance: The role of harmonious passion, subjective vitality, and concentration. *The Journal of Positive Psychology, 9*(4), 335-349.
- Dzickowski, J. (2013, 2013/07/01). Mentoring and leadership development. *The Educational Forum, 77*(3), 351-360.
- Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & DuBois, D. L. (2008, 2008/04/01/). Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals. *Journal of Vocational Behavior, 72*(2), 254-267.
- Edwards, M. (2010, 02/01). An integrative review of employer branding and OB theory. *Personnel Review, 39*, 5-23.
- Eisenbeiss, S. A. (2012, 2012/10/01/). Re-thinking ethical leadership: An interdisciplinary integrative approach. *The Leadership Quarterly, 23*(5), 791-808.
- Eldor, L. (2017). Looking on the bright side: The positive role of organisational politics in the relationship between employee engagement and performance at work. *Applied Psychology: An International Review, 66*(2), 233-259.
- English, E. M. (2011). *Principals' servant leadership and teachers' job satisfaction* (Publication Number 3492651) [Ed.D., University of La Verne]. ProQuest Dissertations & Theses Global. Ann Arbor.

- Erkmen, E., & Hancer, M. (2015, 2015/01/01/). Linking brand commitment and brand citizenship behaviors of airline employees: "The role of trust". *Journal of Air Transport Management*, 42, 47-54.
- Familoni, E. (2014). *The relation of fast-food crew members' turnover intentions to their managers' transformational leadership style* (Publication Number 3722937) [D.B.A., California Southern University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Farndale, E., & Kelliher, C. (2013). Implementing performance appraisal: Exploring the employee experience. *Human Resource Management*, 52(6), 879-897.
- Farooq, W., Bhatti, O. K., & Latif, S. (2019). Islamic human resource management (ihram) practices impact on employees' work engagement: An empirical study. *Al-Adwa*, 34(51), 1-18.
- Ferrell, B. D. (2020). *A quantitative study: The effect of authentic leadership on employee engagement* (Publication Number 28149506) [Psy.D., The Chicago School of Professional Psychology]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Ferrer-Rosell, B., & Coenders, G. (2017). Airline type and tourist expenditure: Are full service and low cost carriers converging or diverging? *Journal of Air Transport Management*, 63, 119-125.
- Filipowski, C. R. (2017). *A qualitative case study of airline pilot leadership behaviors and practices during crisis situations* (Publication Number 10619892) [Ed.D., Grand Canyon University]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Fineman, S. (2003). *Understanding emotion at work*. Sage.
- Finn, K. E., Faith, M. S., & Seo, Y. S. (2018). School engagement in relation to body mass index and school achievement in a high-school age sample. *Journal of Obesity*, 1-7.
- Flin, R., & O'Connor, P. (2001). Applying crew resource management on offshore oil platforms. In *Improving teamwork in organizations* (pp. 227-244). CRC Press.
- Forsyth, P., King, J., & Rodolfo, C. (2006, 05/01). Open skies in ASEAN. *Journal of Air Transport Management*, 12, 143-152.

- Fountain, L. T. (2018). *Mentoring elements that influence employee engagement* (Publication Number 10974785) [Ph.D., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Francis, R. S., Alagas, E. N., & Jambulingam, M. (2018). Emotional intelligence, perceived organisation support and organisation citizenship behaviour: Their influence on job performance among hotel employees. *Asia-Pacific Journal of Innovation in Hospitality & Tourism*, 7(2), 1-20.
- Gao, Y., Zhang, D., & Huo, Y. (2018). Corporate social responsibility and work engagement: Testing a moderated mediation model. *Journal of Business and Psychology*, 33(5), 661-673.
- Gardner, J. O. L. (1990). Gardner, J. on Leadership.
- Garza, C. (2018). *Leadership strategies to increase employee engagement* (Publication Number 10932662) [D.B.A., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Gascón, S., Masluk, B., Montero-Marin, J., Leiter, M. P., Herrera, P., & Albesa, A. (2019). Areas of work-life in Spanish hostelry professionals: Explanatory power on burnout dimensions. *Health and quality of life outcomes*, 17(1), 133-133.
- Gatta, M. L. (2000). *Juggling food and feelings: Emotional balance in the workplace* (Publication Number 9991882) [Ph.D., Rutgers The State University of New Jersey - New Brunswick]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Gavidia, J. L., & Mariño, C. J. (2021, 2021 2022-01-31). Reliability of the instrument with Cronbach's alpha and validation of the hypothesis by ANOVA. *Turkish Journal of Computer and Mathematics Education*, 12(14), 2964-2978.
- Ge, Y., & Sun, X. (2020). The relationship of employees' strengths use and innovation: Work engagement as a mediator. *Social Behavior & Personality: an international journal*, 48(5), 1-6.
- Gemmill, H. M. (2003). *Understanding organizational culture through the employee experience* (Publication Number MQ77833) [M.A., Royal Roads University (Canada)]. ProQuest Dissertations & Theses Global. Ann Arbor.

- Ghani, U., Masood, M. T., & Rehman, Z. U. (2018, Spring2018). Empowered leadership and employee outcomes: Mediating role of employee engagement. *Global Social Sciences Review*, 3(2), 303-320.
- Gibbs, L., Slevitch, L., & Washburn, I. (2017). Competency-based training in aviation: The impact on flight attendant performance and passenger satisfaction. *Journal of Aviation / Aerospace Education & Research*, 26(2), 55-80.
- Gibson, J. W., Tesone, D. V., & Buchalski, R. M. (2000). The leader as mentor. *Journal of Leadership Studies*, 7(3), 56-67.
- Gil-Beltrán, E., Llorens, S., & Salanova, M. (2020). Employees' physical exercise, resources, engagement, and performance: A cross-sectional study from hero model. *Revista de psicología del trabajo y de las organizaciones*, 36(1), 39-47.
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *The Academy of Management Review*, 17(2), 183-211.
- Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*.
- Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
- Gordon, A., & Yukl, G. (2004). The future of leadership research: Challenges and opportunities. *German Journal of Human Resource Management*, 18(3), 359-365.
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*, 35(8), 985-1010.
- Grayum, J. W. (2018). *Examining the perceptions of principals' ethical leadership behaviors and student academic achievement* (Publication Number 10787275) [Ed.D., Tennessee State University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate greatness and power*.

- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488.
- Guest, D. (2014). Employee engagement: A sceptical analysis. *Journal of Organizational Effectiveness: People and Performance*.
- Güntner, A. V., Klonek, F. E., Lehmann-Willenbrock, N., & Kauffeld, S. (2020). Follower behavior renders leader behavior endogenous: The simultaneity problem, estimation challenges, and solutions. *The Leadership Quarterly*, 31(6), 101441.
- Gusau, A. I. (2014). *Exploring the impact of CEO leadership style on airline growth and sustainability: A qualitative study of Nigerian commercial airlines* (Publication Number 3634245) [D.B.A., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Hager, M. A. (2014). Engagement motivations in professional associations. *Nonprofit and Voluntary Sector Quarterly*, 43(2_suppl), 39S-60S.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & William, C. (1995). *Black: Multivariate data analysis with readings*. 4. Auflage, Englewood Cliffs.
- Hair, J. F., C., B. W., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis : A global perspective* (7th ed.. ed.). Upper Saddle River, NJ : Prentice Hall.
- Hair, J. F., Gabriel, M., & Patel, V. (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Brazilian Journal of Marketing*, 13(2).
- Hair.Jr., J. F., Black., W. C., Babin., B. J., Anderson., R. E., & L.Tatham., R. (2006). *Multivariant Data Analysis*. (New Jersey: Pearson International Edition. ed.).
- Han, H., Yu, J., & Lee, H. (2020). Lovemarks and effect of in-flight product performance on airline passengers' purchase intention. *Social Behavior and Personality: an international journal*, 48(4), 1-10.
- Hapsari, C., Stoffers, J., & Gunawan, A. (2019). The influence of generational diversity management and leader–member exchange on innovative work behaviors

- mediated by employee engagement. *Journal of Asia-Pacific Business*, 20(2), 125-139.
- Harrison, R. W. (2020). *An Examination of the Level of Association across Job Satisfaction and Demographics Facets Affecting Job Engagement among Employees* (Publication Number 28157829) [D.B.A., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Hartberg, S. J. (2018). *Toward a definition of employee engagement among frontline retail workers: A grounded theory study* (Publication Number 13422994) [Psy.D., The University of the Rockies]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Hassan, S., Jati, M. K. K., & Lazan, R. M. (2012, 24-27 June 2012). Transformational leadership and use of management accounting information system in airlines industry. 2012 IEEE Symposium on Humanities, Science and Engineering Research,
- Helmreich, R. L., Merritt, A. C., & Wilhelm, J. A. (1999, 01//). The evolution of crew resource management training in commercial aviation. *International Journal of Aviation Psychology*, 9(1), 19.
- Hemphill, J. K. (1957, 1957). Development of the leader behavior description questionnaire. *Leader behavior ; its description and measurements*.
- Hendrix, W. (2004, 01/01). Hendrix, W.H., Barlow, C. B., & Luedtke, C. J. (2004). Multimethod approach for measuring changes in character. *Journal of Research in Character Education*, 2(1), 59-80. *Journal of Research in Character Education*, 21(1), 59-80.
- Henry, C. D. (2020). *Strategies for promoting employee engagement in the Canadian banking sector* ProQuest Dissertations Publishing].
- Herman, H., & Chiu, W. C. (2014). Transformational leadership and job performance: A social identity perspective. *Journal of business research*, 67(1), 2827-2835.
- Hewitt, L., Dahlen, H. G., Hartz, D. L., & Dadich, A. (2021, 2021/07/01/). Leadership and management in midwifery-led continuity of care models: A thematic and lexical analysis of a scoping review. *Midwifery*, 98, 102986.

- Hobbs, M., Klachky, E., & Cooper, M. (2020). Job satisfaction assessments of agricultural workers help employers improve the work environment and reduce turnover. *California agriculture (Berkeley, Calif.)*, 74(1), 30-39.
- Hobson, R. D. (2017). *Post advanced technology implementation effects on school psychologist job performance* (Publication Number 10264355) [Ph.D., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Hoelter, J. W. (1983). The analysis of covariance structures: Goodness-of-fit indices. *Sociological Methods & Research*, 11(3), 325-344.
- Hogan, R., & Kaiser, R. (2005). What we know about leadership. *Review of General Psychology*, 9(2), 169-180.
- Howell, J. M., & Avolio, B. J. (1992). The ethics of charismatic leadership: Submission or liberation? *Academy of Management Perspectives*, 6(2), 43-54.
- Hoyt, C. L. (2005). The role of leadership efficacy and stereotype activation in women's identification with leadership. *Journal of Leadership & Organizational Studies*, 11(4), 2-14.
- Huang, J., Li, W., Qiu, C., Yim, F. H.-k., & Wan, J. (2016). The impact of CEO servant leadership on firm performance in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 28(5), 945-968.
- Huber, G. P. (1991). Organizational learning: The contributing processes and the literatures. *Organization Science*, 2(1), 88-115.
- Hughes, B. E., Schell, W. J., & Tallman, B. (2018, 3-6 Oct. 2018). Development of leadership self-efficacy: Comparing engineers, other stem, and non-stem majors. 2018 IEEE Frontiers in Education Conference (FIE),
- Hunt, J. (2010). Leadership style orientations of senior executives in Australia: Senior executive leadership profiles: An analysis of 54 Australian top managers. *Journal of American Academy of Business*, 16(1), 207-217.
- IATA Operational Safety Audit (IOSA). (2021). *IOSA Standards Manual (ISM)*. 2020 International Air Transport Association. All rights reserved. Montreal—Geneva.
- Ibongia, P. M. (2018). *Social media use and millennial employee workplace engagement dynamics: A quantitative correlational study* (Publication Number

- 13805626) [D.M., University of Phoenix]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Ilkhanizadeh, S., & Karatepe, O. M. (2018). Does trust in organization mediate the influence of servant leadership on satisfaction outcomes among flight attendants? *International Journal of Contemporary Hospitality Management*, 30(12), 3555-3573.
- In'nami, Y., & Koizumi, R. (2013, 10/01). Review of sample size for structural equation models in second language testing and learning research: A monte Carlo approach. *International Journal of Testing*, 13.
- Indranarain, R. (2017). *Applied structural equation modelling for researchers and practitioners : Using r and stata for behavioural research* (Vol. First edition) [Book]. Emerald Group Publishing Limited.
- International Air Transport Association, I. (2022). *Cabin Safety*.
- Isaac Rahimian, B., Siavash, T., & Behnam Barati, M. (2018). Quality of nursing work life, work-family conflict, and self-regulation: A structural equation modeling. *International journal of occupational hygiene*, 10(3).
- Iwanaga, M., Imamura, K., Shimazu, A., & Kawakami, N. (2018). The impact of being bullied at school on psychological distress and work engagement in a community sample of adult workers in Japan. *PLoS ONE*, 13(5), 1-16.
- J, A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Jaafa, N. H., Rasdi, I., Mohamad, N. J., Darus, A., & Bakar, H. (2020). Quality of work life (QWL) and riding behaviour among civil servants in Klang valley. *Malaysian Journal of Medicine and Health Sciences*, 16(111).
- Jackson, D. (2020). *The relationship of leadership style to education attainment and leadership training of retail managers in southwest Ohio* (Publication Number 28355442) [D.B.A., Franklin University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Jacobs, R., & Park, Y. (2009, 05/15). A proposed conceptual framework of workplace learning. *Human resource development review*, 8, 133-150.

- Jacques, P. H., Garger, J., Lee, K., & Ko, J.-Y. (2015). Authentic leadership on the frontline and its effects on Korean restaurant employees. *Journal of Foodservice Business Research*, 18(4), 389-403.
- Jan, G., Zainal, S. R. M., & Lata, L. (2021). Enhancing innovative work behaviour: the role of servant leadership and creative self-efficacy. *On the Horizon, ahead-of-print*(ahead-of-print).
- Jandaghi, G., Matin, A., & Farjami, A. (2009, 01/01). Comparing transformational leadership in successful and unsuccessful companies. *Journal of International Social Research*.
- Janicke-Bowles, S. H., Rieger, D., & Connor, W. (2018). Finding meaning at work: The role of inspiring and funny YouTube videos on work-related well-being. *Journal of Happiness studies*, 20(2), 619-640.
- Janssen, M. J., & Castaldi, C. (2018). Services, innovation, capabilities, and policy: Toward a synthesis and beyond. *Science & Public Policy (SPP)*, 45(6), 863-874.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368-384.
- Jeong, Y.-K., Lee, Y.-K., & Kim, S. (2017). To be true or not to be true: Authentic leadership and its effect on travel agents. *Asia Pacific Journal of Tourism Research*, 22(8), 819-833.
- Jha, S., Balaji, M., Yavas, U., & Babakus, E. (2017). Effects of frontline employee role overload on customer responses and sales performance. *European Journal of Marketing*, 51, 282-303.
- Jia, M. (2013). *Emotion and communication behaviors in the workplace: Supervisor nonverbal immediacy, employee's emotional experience, and their communication motives* (Publication Number 3667110) [Ph.D., Ohio University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Jiang, R., & Lin, X. (2021). Trickle-down effect of moral leadership on unethical employee behavior: A cross-level moderated mediation model. *Personnel Review, ahead-of-print*(ahead-of-print).

- Jianwu, J., & Rong, W. (2018). Want engaged temporary agency workers? think beyond the money. *Social Behavior & Personality: an international journal*, 46(6), 1029-1042.
- Jirkovská, B., & Janečková, H. (2019). Workplace stress and employees' well-being: Evidence from long-term care in the Czech Republic. *Central European journal of public health*, 27(2), 87-92.
- Jitklongsub, J. (2019). A structural equation model of business ethics organization culture employee engagement and job performance of flight attendant.
- Johannesen, R. L., Valde, K. S., & Whedbee, K. E. (2008). *Ethics in human communication*. Waveland Press.
- Johnson, K. R., Huang, T., & Doyle, A. (2019, 2019). Mapping talent development in tourism and hospitality: a literature review. *European Journal of Training and Development*, 13(9), 821-841.
- Johnson, V. G. (2020). *The influence on employee engagement of employee negative perceptions of leader actions* [ProQuest Dissertations Publishing].
- Joshi, H. C. (2019). Competitive advantage and its relative importance in tourism industry. *AVAHAN: A Journal on Hospitality & Tourism*, 7(1), 17-31.
- Judge, T. A., Erez, A., & Bono, J. E. (1998). The power of being positive: The relation between positive self-concept and job performance. *Human performance*, 11(2-3), 167-187.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.
- Kahn, W. A. (1992, 1992/04/01). To be fully there: Psychological presence at work. *Human Relations*, 45(4), 321-349.
- Kahn, W. A., & Heaphy, E. D. (2013). Relational contexts of personal engagement at work. In *Employee Engagement in Theory and Practice* (pp. 96-110). Routledge.
- Kamanga, G., & Bello, F. G. (2018). Exploring corporate social responsibility (CSR) adoption in the tourism industry: The case of Malawi. *Tourism Review International*, 22(2), 117-130.
- Kamau, O. M. (2016). A critical review of literature on employee engagement concept.

- Kane, J. S., & Lawler, E. E. (1979). Performance appraisal effectiveness: Its assessment and determinants. *Research in Organizational Behavior*, 1, 425-478.
- Kanungo, R., & Mendonca, M. (1998). Ethical leadership in three dimensions. *Journal of Human Values*, 4(2), 133-148.
- Kao, P.-J., Pai, P., Lin, T., & Zhong, J.-Y. (2015). How transformational leadership fuels employees' service innovation behavior. *Service Industries Journal*, 35(7-8), 448-466.
- Karakaş, A., & Tezcan, N. Ş. (2019). The relation between work stress, work-family life conflict and worker performance: A research study on hospitality employees. *European Journal of Tourism Research*, 21, 102-118.
- Karatepe, O. M., & Eslamlou, A. (2017, 2017/07/01/). Outcomes of job crafting among flight attendants. *Journal of Air Transport Management*, 62, 34-43.
- Karatepe, O. M., & Talebzadeh, N. (2016, 2016/08/01/). An empirical investigation of psychological capital among flight attendants. *Journal of Air Transport Management*, 55, 193-202.
- Kawchaisa, N., Hemrungron, S., & Buathong, N. (2018). Work Happiness and organizational commitment in the import and distribution company. *Chulalongkorn Medical Journal*, 62(6), 987-999.
- Kelly, J. R., & Barsade, S. G. (2001). Mood and emotions in small groups and work teams. *Organizational behavior and human decision processes*, 86(1), 99-130.
- Kersten, J. M. (2007). *Emotions in employee-supervisor workplace relationships: The lived experience of women professionals* (Publication Number 3255585) [Ed.D., University of St. Thomas (Minnesota)]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Khan, m. m. S., Ghayas, m. m., & kashif, S. (2020). Servant leadership and organizational commitment. *New Horizons (1992-4399)*, 14(2), 223-240.
- Kim, P. B., Gazzoli, G., Qu, H., & Kim, C. S. (2016). Influence of the work relationship between frontline employees and their immediate supervisor on customers' service experience. *Journal of Hospitality Marketing & Management*, 25(4), 425-448.

- Kitching, J. (2007, 01/01). Regulating employment relations through workplace learning: A study of small employers. *Human Resource Management Journal*, 17, 42-57.
- Klein, L. L., Pereira, B. A. D., & Lemos, R. B. (2019). Quality of working life: Parameters and evaluation in the public service. *RAM. Revista de Administração Mackenzie*, 20(3).
- Kline, R. B. (2011). *Principles and practice of structural equation modeling* (3rd ed., ed.). New York : Guilford Press.
- Kline, R. B. (2016). *Principles and practice of structural equation modeling* (Fourth Edition ed.). The Guilford Press
A Division of Guilford Publications, Inc.
- Kodir, A. (2018). Tourism and development: Land acquisition, achievement of investment and cultural change (case study tourism industry development in Batu city, Indonesia). *GeoJournal of Tourism & Geosites*, 21(1), 253-265.
- Komives, S. R., Owen, J. E., Longersbeam, S. D., Mainella, F. C., & Osteen, L. (2005). Developing a leadership identity: A grounded theory. *Journal of College Student Development*, 46(6), 593-611.
- Komjakraphan, P., Tsuruta, K., Hasagawa, T., Yanagita, T., Hombu, A., Jitanoon, P., & Balthip, K. (2020). Quality of work life among public health nurses: A survey comparison between Thailand and Japan. *Walailak Journal of Science and Technology (WJST)*, 17(5), 430-436.
- Kongseanitsara, W., & Pandey, I. M. (2010, 06/04). Bangkok Airways Limited. *SSRN Electronic Journal*.
- Kopelman, R. E., Prottas, D. J., & Falk, D. W. (2010). Construct validation of a Theory X/Y behavior scale. *Leadership & Organization Development Journal*, 31(2), 120-135.
- Korman, A. K. (2001). Self-enhancement and self-protection: Toward a theory of work motivation. In *Work motivation in the context of a globalizing economy*. (pp. 121-130). Lawrence Erlbaum Associates Publishers.
- Kortt, M. A., Sinnewe, E., & Pervan, S. J. (2018). The gender wage gap in the tourism industry: Evidence from Australia. *Tourism Analysis*, 23(1), 137-149.

- Kosenkranius, M. K., Rink, F. A., De Bloom, J., & Van Den Heuvel, M. (2020). The design and development of a hybrid off-job crafting intervention to enhance needs satisfaction, well-being and performance: a study protocol for a randomized controlled trial. *BMC public health*, *20*(1), 115-115.
- Kotze, M., & Massyn, L. (2019). The influence of employees' cross-cultural psychological capital on workplace psychological well-being. *SAJIP: South African Journal of Industrial Psychology*, *45*, 1-8.
- Kouzes, J. M., & Posner, B. Z. (2007). *The leadership challenge* San Francisco. CA: Jossey.
- Kożusznik, M. W., Peiró, J. M., & Soriano, A. (2019). Daily eudaimonic well-being as a predictor of daily performance: A dynamic lens. *PLoS ONE*, *14*(5), 1-24.
- Kramer, R. M. (1999). Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual review of psychology*, *50*(1), 569-598.
- Kravchenko, E. M. (2018). The role of leadership in the relationship between collective organizational efficacy and collective work engagement. *Роль лидерства во взаимосвязи между коллективной организационной эффективностью и коллективной вовлеченностью в работу*, *15*(3), 590-605.
- Kruse, K. (2012). *Employee engagement 2.0: How to motivate your team for high performance: A "real-world" guide for busy managers*. Kevin Kruse.
- Kulikowski, K., & Orzechowski, J. (2019). Working memory and fluid intelligence as predictors of work engagement—Testing preliminary models. *Applied Cognitive Psychology*, *33*(4), 596-616.
- Łaba, K., & Geldenhuys, M. (2018, 08/30). Positive interaction between work and home, and psychological availability on women's work engagement: A 'shortitudinal' study. *SA Journal of Industrial Psychology*, *44*.
- Lam, V. (2016). *Ethical leadership for Machiavellians in business* [UWSpace].
- Laub, J. (2005). From paternalism to the servant organization: Expanding the organizational leadership assessment (OLA) model. *The International Journal of Servant-Leadership*, *1*(1), 155-186.
- Laura, L. P., & Green, S. G. (2002). Leadership self-efficacy and managers' motivation for leading change. *Journal of Organizational Behavior*, *23*(2), 215-235.

- Lawton, A., & Páez, I. (2015). Developing a framework for ethical leadership. *Journal of Business Ethics, 130*(3), 639-649.
- Lee, A. (2017). *Leader consideration reconsidered: The l factor in leader behavior* (Publication Number 10902745) [Ph.D., University of Illinois at Urbana-Champaign]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Lee, A., Kim, H., Faulkner, M., Gerstenblatt, P., & Travis, D. J. (2019). Work engagement among child-care providers: An application of the job demands–resources model. *Child & Youth Care Forum*,
- Lee, C. K., Ng, K. K. H., Chan, H. K., Choy, K. L., Tai, W., & Choi, L. (2018). A multi-group analysis of social media engagement and loyalty constructs between full-service and low-cost carriers in Hong Kong. *Journal of Air Transport Management, 73*, 46-57.
- Lee, K., Duffy, M. K., Scott, K. L., & Schippers, M. C. (2018). The experience of being envied at work: How being envied shapes employee feelings and motivation. *Personnel psychology, 71*(2), 181-200.
- Lepistö, S., Alanen, S., Aalto, P., Järvinen, P., Leino, K., Mattila, E., & Kaunonen, M. (2018). Healthcare professionals' work engagement in Finnish university hospitals. *Scandinavian journal of caring sciences, 32*(2), 979-986.
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work and stress, 33*(1), 76-103.
- Liao, C., Wayne, S. J., Liden, R. C., & Meuser, J. D. (2017, 2017/06/01/). Idiosyncratic deals and individual effectiveness: The moderating role of leader-member exchange differentiation. *The Leadership Quarterly, 28*(3), 438-450.
- Liasidou, S. (2013). Decision-making for tourism destinations: Airline strategy influences. *Tourism geographies, 15*(3), 511-528.
- Lievens, F., Conway, J., & de Corte, W. (2008, 03/01). The relative importance of task, citizenship and counterproductive performance to job performance ratings: Do rater source and team-based culture matter? *Journal of Occupational and Organizational Psychology, 81*, 11-27.
- Lim, E., & Boger, E. P. (2005). Management requires leadership. *Consortium Journal of Hospitality & Tourism, 9*(1).

- Lin, M. H. (2013, 2013/08/01/). Airport privatization in congested hub–spoke networks. *Transportation Research Part B: Methodological*, 54, 51-67.
- Linley, A. (2008). *Average to A+: Realising strengths in yourself and others*. ICON Group International.
- Liu, E., & Huang, j. (2019). Occupational self-efficacy, organizational commitment, and work engagement. *Social behavior and personality*, 47(8), 1-7.
- Liu, W., & Xiang, S. (2020, 2020-October-28). The effect of leaders' coaching behaviors on employee learning orientation: A regulatory focus perspective [Original Research]. *Frontiers in Psychology*, 11(2956).
- Long, S. (2017). *Exploring which leadership styles are effective with millennial employees* (Publication Number 10635336) [Ph.D., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Longwell-McKean, & Cheree, P. (2012). *Restructuring leadership for 21st century schools: How transformational leadership and trust cultivate teacher leadership* (Publication Number 3543037) [Ed.D., University of California, San Diego]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Lordan, O. (2014). Study of the full-service and low-cost carriers network configuration. *Journal of Industrial Engineering and Management (JIEM)*, 7(5), 1112-1123.
- Lorence, G. J. (2018). *Servant leadership: Its perceived role in predicting effective leadership* (Publication Number 10687935) [Ph.D., Capella University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Low, J., & Kum Khiong, Y. (2019). Understanding the operating landscape of the global airline industry: A DEA integrated alternating conditional expectation approach. *Journal of Airline & Airport Management*, 9(2), 27-45.
- Low, J. M. W., & Lee, B. K. (2014, 2014/04/01/). Effects of internal resources on airline competitiveness. *Journal of Air Transport Management*, 36, 23-32.
- Lu, C. (2016). Linking leader personality traits to motivation to lead: A self-concept approach. *Social Behavior & Personality: an international journal*, 44(11), 1913-1926.

- Lu, J.-L. (2017). Segmentation of passengers using full-service and low-cost carriers—Evidence from Taiwan. *Journal of Air Transport Management*, 62, 204-216.
- Ludwig, T., & Frazier, C. (2012). Employee engagement and organizational behavior management. *Journal of Organizational Behavior Management*, 32(1), 75-82.
- Lund, B. (2021). The questionnaire method in systems research: an overview of sample sizes, response rates and statistical approaches utilized in studies. *VINE Journal of Information and Knowledge Management Systems*, ahead-of-print(ahead-of-print).
- Lyons, P., & Bandura, R. (2020). Employee learning stimulated by manager-as-coach. *Journal of Workplace Learning*, 32(8), 627-640.
- Macey, W., & Schneider, B. (2008, 03/01). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30.
- Maguad, B., & Krone, R. (2009). Ethics and moral leadership: Quality linkages. *Total Quality Management & Business Excellence*, 20(2), 209-222.
- Malek, K., Book, L., & Tanford, S. (2015). Influential leadership and media: How a single statement can affect an industry. *Journal of Convention & Event Tourism*, 16(1), 27-44.
- Malinowska, D., Tokarz, A., & Wardzichowska, A. (2018, 2018). Job autonomy in relation to work engagement and workaholism: Mediation of autonomous and controlled work motivation. *International Journal of Occupational Medicine and Environmental Health*, 31(4), 445-458.
- Manvichien, C. (2015, 2015/07/25/). Vitality of safety factors: A case study of Thai Airways passengers. *Procedia - Social and Behavioral Sciences*, 197, 2103-2109.
- Mariska, I., Sosrosumihardjo, D., Moestopo, W. I., & Basuki, B. (2015). Purser support and the tendency of depression among civil female flight attendants in Indonesia. *Health Science Journal of Indonesia*, 6(2), 76-80.
- Martel, L. (2003, Spring2003). Finding and keeping high performers: Best practices from 25 best companies. *Employment Relations Today (Wiley)*, 30(1), 27-43.
- Martinez, I. M., Salanova, M., & Cruz-Ortiz, V. (2020). Our boss is a good boss! cross-level effects of transformational leadership on work engagement in service jobs.

¡Nuestro jefe es un buen jefe! Los efectos transnivel del liderazgo transformacional sobre el engagement en el trabajo en puesto de servicio., 36(2), 87-94.

Maslach, C. (2003). *Burnout: The cost of caring*. Ishk.

Mathafena, R. B. (2018). *Exploring the Influence of Line Management on the Employee's Wellbeing* ProQuest Dissertations Publishing].

Mavi, R. K., Gheibdoust, H., & Khanfar, A. A. (2020). Prioritizing strategic factors of creative tourism industry in Iran by analytic network process (ANP). *Event Management*, 24(5), 553-565.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.

Maziriri, E. T., Chuchu, T., & Madinga, N. W. (2019). Antecedents of psychological well-being among workers within small and medium enterprises. *SA Journal of Industrial Psychology*, 45, e1-e13.

Mazlan, S. R., Tamrin, S. B. M., Ng Yee, G., How, V., Ab Rahman, R., Basri, J., Zerguine, H., Suadi Nata, D. H. M., & Shariat, A. (2018). Quality of work life among Malaysian OSH personnel and general workers from different industries in Malaysia. *Malaysian Journal of Medicine & Health Sciences*, 14(SP1), 40-46.

McCauley, C. D., & Palus, C. J. (2020, 2020/09/29/). Developing the theory and practice of leadership development: A relational view. *The Leadership Quarterly*, 101456.

McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of business studies quarterly*, 5(4), 117.

McGonegal, L. (2020). *Employee engagement during organizational changes to reduce turnover* (Publication Number 27996164) [D.M., Colorado Technical University]. ProQuest Dissertations & Theses Global. Ann Arbor.

McGregor, D. M. (1966). *Leadership and motivation*.

Medrano, L. A., & Trógolo, M. A. (2018). Employee well-being and life satisfaction in Argentina: The contribution of psychological detachment from work. *Bienestar*

laboral y satisfacción vital en Argentina: el rol del distanciamiento psicológico., 34(2), 69-81.

- Mejalli, R. (2020). *Organizational climate and employee engagement* (Publication Number 27957923) [Ph.D., Walden University]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Meldrum, K. (2010). Structural equation modelling: tips for getting started with your research.
- Messmer, M. (1998). Mentoring: Building your company's intellectual capital. *HR Focus*, 75(9), S11-S12.
- Meyer, J. P., & Allen, N. J. (1991, 1991/03/01). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyers, M. C., Adams, B. G., Sekaja, L., Buzea, C., Cazan, A.-M., Gotea, M., Stefanel, D., & van Woerkom, M. (2019). Perceived organizational support for the use of employees' strengths and employee well-being: A cross-country comparison. *Journal of Happiness studies*, 20(6), 1825-1841.
- Miller, B. D. (2004). *Moral schemas and transforming leadership* (Publication Number 3129922) [D.M., University of Phoenix]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Minoo, S. (2019). Correlation between dimensions of psychological well-being with life satisfaction and self-regulation. *Journal of Fundamentals of Mental Health*, 21(3), 160-166.
- Mohamad Asri, M. N., Hashim, N. H., Mat Desa, W. N. S., & Ismail, D. (2018). Pearson Product Moment Correlation (PPMC) and Principal Component Analysis (PCA) for objective comparison and source determination of unbranded black ballpoint pen inks. *Australian Journal of Forensic Sciences*, 50(4), 323-340.
- Mohri, S. S., Karimi, H., Kordani, A. A., & Nasrollahi, M. (2018). Airline hub-and-spoke network design based on airport capacity envelope curve: a practical view. *Computers & Industrial Engineering*, 125, 375-393.

- Moore, S. J., Durst, P. T., Ritter, C., Nobrega, D., & Barkema, H. W. (2020). Effects of employer management on employee recruitment, satisfaction, engagement, and retention on large US dairy farms. *Journal of Dairy Science*, *103*(9), 8482-8493.
- Motowidlo, S. J., & Kell, H. J. (2012). Job Performance. In *Handbook of Psychology, Second Edition*.
- Murphy, S. E., & Johnson, S. K. (2016, Spring2016). Leadership and leader developmental self-efficacy: Their role in enhancing leader development efforts. *New Directions for Student Leadership*, *2016*(149), 73-84.
- Nameghi, E. N. M., & Ariffin, A. A. M. (2013, 2013/07/01/). The measurement scale for airline hospitality: Cabin crew's performance perspective. *Journal of Air Transport Management*, *30*, 1-9.
- Napasri, S., & Witthaya, M. (2020). The impact of human resource practices on employee wellbeing of the pharmacy firms in Thailand. *Systematic Reviews in Pharmacy*, *11*(1), 425-433.
- Nara, J. (2010). *On -the -spot problem solving of airline professionals: A case study of Sky Business School Personnel Training Program* (Publication Number 3396576) [Ph.D., Capella University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Narayanan, E., & Rajaratnam, S. D. (2019). The effect of leadership styles on service quality improvement: The mediating role of organisational learning. *Asia-Pacific Journal of Innovation in Hospitality & Tourism*, *8*(1), 27-49.
- National Research Council of Thailand. (2021). *Human research ethics guidelines* (2 ed.). National Research Council of Thailand,.
- Naziatul Aziah Binti Mohd, R., Hasif Rafidee Bin, H., Normaizatul Akma Binti, S., Hazyati, H., & Ahmad Fahme Bin Mohd, A. (2020, 11/26). Wellness, work and employee assistance programs as part of CSR initiatives among the corporate companies. *PalArch's Journal of Archaeology of Egypt / Egyptology*, *17*(4), 499-506.
- Newman, J. L., & Fuqua, D. R. (2006). What does it profit an organization if it gains the whole world and loses its own soul? *Consulting Psychology Journal: Practice and Research*, *58*(1), 13.

- Nhuta, S. (2012, 01/01). An analysis of the forces that determine the competitive intensity in the airline industry and the implications for strategy. *Int. J. Phys. Soc. Sci.*, 2, 433-469.
- Nishi, V. J. (2015). *Living essence: Exploring aesthetic factors in leadership development experiences* (Publication Number 3681446) [Ph.D., Fielding Graduate University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Nolan-Arañez, S. I. (2020). The intersectionality of leadership and spiritual development through mentoring. *New Directions for Student Leadership*, 2020(166), 97-110.
- Northouse, P. G. (2004). Leadership ethics. *Leadership: Theory and practice*, 6.
- Nunnally, J. C. (1978). *Psychometric theory* (2d ed. ed.). McGraw-Hill.
- Nye, L. L. (2017). *Millennials and leadership: Beliefs and perceptions of leadership skills* (Publication Number 10638442) [Ph.D., The University of the Rockies]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International review of management and business research*, 2(2), 355.
- Ogunbamila, A., & Olaseni, J. T. (2019). Gender as a moderator of the relationship between job demand and quality of work-life of police personnel in Lagos, Nigeria. *Psychological thought*, 12(1), 63-73.
- Ohemeng, F. L. K., Obuobisa Darko, T., & Amoako-Asiedu, E. (2020). Employee engagement and task performance in state-owned enterprises in developing countries: The case study of the power sector in Ghana. *Journal of Public Affairs* (14723891), 20(2), 1-12.
- Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction. *Journal of Human Resources in Hospitality & Tourism*, 18(4), 441-470.
- Okupe, A. A. (2015). *Tacit knowledge revealed: Developing a plain language inventory for airline leadership* (Publication Number 10135394) [Ph.D., University of Surrey (United Kingdom)]. ProQuest Dissertations & Theses Global. Ann Arbor.

- Olivares, O. J. (2008). The formulation of a leadership development praxis: linking intentions to outcomes. *Leadership & Organization Development Journal*, 29(6), 530-543.
- Oliveira, L. B. d., & Silva, F. F. R. A. d. (2015, 2015/01/01/). The effects of high performance work systems and leader-member exchange quality on employee engagement: Evidence from a Brazilian non-profit organization. *Procedia Computer Science*, 55, 1023-1030.
- Olson, M. (1965). *The logic of collective action: Public goods and the theory of groups*. Organization, W. t. (2021). *UNWTO world tourism barometer and statistical annex, July 2021*.
- Ou, Z., Chen, T., Li, F., & Tang, P. (2018). Constructive controversy and creative process engagement: The roles of positive conflict value, cognitive flexibility, and psychological safety. *Journal of Applied Social Psychology*, 48(2), 101-113.
- Paalman-Dijkenga, I. (2020). *Leadership for learning : An investigation into described professional images of students using the leadership challenge* (Publication Number 28308923) [Ed.D., University of Sussex (United Kingdom)]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985, Fall85). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(4), 41-50.
- Paruchuri, S. (2017). *Dynamic measurement of employee engagement and the relationship with job performance* (Publication Number 10608543) [M.S., Illinois Institute of Technology]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Peate, J. G. (2020). *Fiction and leadership potential: An investigation into developing leadership concepts in adolescents using fictional characters from a novel* (Publication Number 28092835) [Ed.D., Plymouth State University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Pecino, V., Mañas-Rodríguez, M. Á., Díaz-Fúnez, P. A., Aguilar-Parra, J. M., Padilla-Góngora, D., & López-Liria, R. (2018). Interpersonal justice climate, extra-role

- performance and work family balance: A multilevel mediation model of employee well-being. *PLoS ONE*, 13(11), 1-14.
- Peláez, M. J., Coó, C., & Salanova, M. (2020). Facilitating work engagement and performance through strengths-based micro-coaching: A controlled trial study. *Journal of Happiness studies*, 21(4), 1265-1284.
- Pellegrini, E. K., & Scandura, T. A. (2008, 2008/06/01). Paternalistic leadership: A review and agenda for future research. *Journal of Management*, 34(3), 566-593.
- Pels, E. (2021, 2021/04/01/). Optimality of the hub-spoke system: A review of the literature, and directions for future research. *Transport Policy*, 104, A1-A10.
- Peng, J.-C., & Tseng, M.-M. (2019). Antecedent and consequence of nurse engagement. *Journal of Psychology*, 153(3), 342-359.
- Pérez-Fuentes, M. d. C., Molero Jurado, M. d. M., Barragán Martín, A. B., Simón Márquez, M. d. M., Martos Martínez, Á., & Gázquez Linares, J. J. (2019). The mediating role of perceived stress in the relationship of self-efficacy and work engagement in nurses. *Journal of Clinical Medicine*, 8(1), 10.
- Peterson, C., & Seligman, M. E. (2012). Character strengths and virtues: A handbook and classification (New York: American psychological association & oxford university press, 2004). *Reflective Practice: Formation and Supervision in Ministry*, 32.
- Peterson, C., & Seligman, M. E. P. (2003, 2003/07/01). Character strengths before and after September 11. *Psychological Science*, 14(4), 381-384.
- Peterson, R. A. (1994). A meta-analysis of Cronbach's coefficient alpha. *Journal of Consumer Research*, 21(2), 381-391.
- Pfister, I. B., Jacobshagen, N., Kälin, W., Stocker, D., Meier, L. L., & Semmer, N. K. (2020). Appreciation and illegitimate tasks as predictors of affective well-being: Disentangling within- and between-person effects. *Revista de psicología del trabajo y de las organizaciones*, 36(1), 63-75.
- Phillips, T. J. (2013). *Servant leadership and instructional literacy coaching* (Publication Number 3565379) [Ed.D., Grand Canyon University]. ProQuest Dissertations & Theses Global. Ann Arbor.

- Phoemphian, T. (2021). Positive candidate experience recruitment trends that manager need to know. *Panyapiwat Journal*, 13(1), 267-278.
- Piccolo, R. F., Greenbaum, R., Hartog, D. N. d., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, 31(2/3), 259-278.
- Pieters, W. R. A., N. (2018). Enhancing work engagement of teachers through organisational commitment, organisational justice and psychological conditions in Namibia. *Journal for Studies in Humanities and Social Sciences*, 7(Issue 2 (JSHSS Vol. 7)).
- Pinto, N. O. (2015). *Transformational leadership and its attributes: Factors that could increase security at the Miami international airport* (Publication Number 10002737) [Ph.D., Lynn University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Piuchan, M., & Prachansit, S. (2019). Hotel pioneers' leadership styles: A case study on the founders of Oberoi group and Soneva and Six Senses resort and spa. *Tourism (13327461)*, 67(4), 375-388.
- Plaskoff, J. (2017). Employee experience: the new human resource management approach. *Strategic HR Review*, 16(3), 136-141.
- Polleys, M. S. (2002, 2002/02/01). One university's response to the anti-leadership vaccine: Developing servant leaders. *Journal of Leadership Studies*, 8(3), 117-130.
- Prakash, B., Kumar, V., & Gautam, R. K. (2020). The relationship between tourism industry and economic growth in India: Evidence from multivariate regression analysis. *Revista de Turism - Studii si Cercetari in Turism*, 29, 1-7.
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 56-70.
- Primrose, R. (2013). *The servant-athlete: Examining servant-leadership in sport* [University of Victoria].

- Prinzel, & J, L. (2002, 10/01). The relationship of self-efficacy and complacency in pilot-automation interaction.
- Pryor, J. T. (2017). *Queer leadership: An exploration of LGBTIQQ leadership in higher education* (Publication Number 11012925) [Ph.D., University of Missouri - Columbia]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Radulovic, A. B., Thomas, G., Epitropaki, O., & Legood, A. (2019). Forgiveness in leader–member exchange relationships: Mediating and moderating mechanisms. *Journal of Occupational and Organizational Psychology*, 92(3), 498-534.
- Rajaguru, R. (2016). Role of value for money and service quality on behavioural intention: A study of full service and low cost airlines. *Journal of Air Transport Management*, 53, 114-122.
- Ramerman, J. (2019a). *Designing an impact assessment framework for evaluating a leadership development program at an employee experience focused organization* (Publication Number 27543223) [M.S., Pepperdine University]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Ramerman, J. (2019b). *Designing an impact assessment framework for evaluating a leadership development program at an employee experience focused organization* ProQuest Dissertations Publishing].
- Rasca, L. (2017, 07/01). Human resources challenges for the 21st century. *Proceedings of the International Conference on Business Excellence*, 11.
- Rasca, L. (2018). Employee experience-an answer to the deficit of talents, in the fourth industrial revolution. *Calitatea*, 19(S3), 9-14.
- Redling, M. (2010). *Influence of feedback, resources and interaction with superiors on work self-efficacy levels and employee engagement in informal learning activities in the workplace* (Publication Number 1479941) [M.A., University of Southern California]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Rempel, J. K., Holmes, J. G., & Zanna, M. P. (1985). Trust in close relationships. *Journal of Personality and Social Psychology*, 49(1), 95-112.

- Reynolds, A. C., Pabel, A., Ferguson, S. A., & Naweed, A. (2021, 2021/05/01/). Causes and consequences of sleep loss and fatigue: The worker perspective in the coral reef tourism industry. *Annals of Tourism Research*, 88, 103160.
- Richmon, M. J., & Allison, D. J. (2003). Toward a conceptual framework for leadership inquiry. *Educational Management & Administration*, 31(1), 31-50.
- Rigg, J., Sydnor, S., Nicely, A., & Day, J. (2013, 12/07). Employee engagement in Jamaican hotels: Do demographic and organizational characteristics matter? *Journal of Human Resources in Hospitality & Tourism*, 13, 1-16.
- Rittenhouse, N. (2017). *Comparing the relationship between antecedents of employee engagement and employee engagement for teleworkers and non-teleworkers* (Publication Number 10283818) [D.B.A., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Robertson, M. B. (2019). *Employee engagement in the goal setting process: Can employee engagement theory improve the goal setting process?* (Publication Number 28179582) [Ph.D., The University of Liverpool (United Kingdom)]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Robins, T. G., Roberts, R. M., & Sarris, A. (2018). Understanding how personality impacts exhaustion and engagement: The role of job demands, and job and personal resources as mediators. *Australian psychologist*, 53(3), 253-262.
- Rodgers, V. C. (2010). *Identifying leadership competencies to create a leadership succession plan at a ground handling company* (Publication Number 3438399) [D.M., University of Phoenix]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Rodrigues, S., Sinval, J., Queirós, C., Marôco, J., & Kaiseler, M. (2019). Transitioning from recruit to officer: An investigation of how stress appraisal and coping influence work engagement. *International journal of selection and assessment*, 27(2), 152-168.
- Rosenberg, B. (2004). Everybody's doing it; airline maintenance strategies are diverse, but all include an element of outsourcing. *Aviation Week*, 19, 68.
- Rothmann, S. (2010). Factors associated with employee engagement in South Africa : Original research. *SA Journal of Industrial Psychology*, 36, 1-12.

- Rothmann, S., & Janse van Rensburg, C. (2020). Towards positive institutions : Positive practices and employees' experiences in higher education institutions. *SA Journal of Industrial Psychology*, 46(1), 1-11.
- Roudi, A. E., & Asefi, H. (2018). Job engagement of Iranian English language teachers: Examining the role of emotional intelligence as a personal resource. 25(4), 77-93.
- Rovere, K. E. (2017). *An exploratory study of the millennial employee experience and voice* (Publication Number 10277751) [Ph.D., Alliant International University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Rurkhamet, C. (2013). *The influence of leader self-efficacy, emotional intelligence and sense of humor on transformational leadership of the executives of state enterprises: The case of PTT, MEA & MWA* [School of Public Administration National Institute of Development Administration].
- Ryan, R., & Deci, E. (2000, 02/01). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *The American psychologist*, 55, 68-78.
- Ryff, C. D. (1995). Psychological well-being in adult life. *Current Directions in Psychological Science*, 4(4), 99-104.
- Sabbah, I. M., Ibrahim, T. T., Khamis, R. H., Bakhour, H. A.-M., Sabbah, S. M., Droubi, N. S., & Sabbah, H. M. (2020). The association of leadership styles and nurses well-being: a cross-sectional study in healthcare settings. *The Pan African medical journal*, 36, 328-328.
- Saidi, S. S., & Siew, N. M. (2019). Investigating the validity and reliability of survey attitude towards statistics instrument among rural secondary school students. *International Journal of Educational Methodology*, 5(4), 651-661.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of applied psychology*, 90(61), 1217-1227.

- Sama, L., & Shoaf, V. (2008). Ethical leadership for the professions: Fostering a moral community. *Journal of Business Ethics, 78*(1/2), 39-46.
- Sarros, J. C., Cooper, B. K., & Hartican, A. M. (2006). Leadership and character. *Leadership & Organization Development Journal, 27*(8), 682-699.
- Sawasdee, A., Saengchai, S., & Jermsittiparsert, K. (2020). The role of emotional demands, supervisor support and training opportunities towards work engagement among employees in pharmaceutical companies of Thailand. *Systematic Reviews in Pharmacy, 11*(3), 176-184.
- Schaufeli, W., Bakker, A., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire. *Educational and psychological measurement, 66*, 701 - 716.
- Schaufeli, W., & Bakker, A. B. (2003). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293-315.
- Schaufeli, W. B. (2013). What is engagement? In *Employee Engagement in Theory and Practice* (pp. 29-49). Routledge.
- Schaufeli, W. B., & Bakker, A. B. . (2004). UWES–Utrecht work engagement scale: Test manual. Utrecht, NE. *Utrecht University Department of Psychology*.
- Schaufeli, W. B., & Bakker, A. B. (2003). UWES-Utrecht Work Engagement Scale: Test manual. [Unpublished Manuscript].
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement, 66*(4), 701-716.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement With a Short Questionnaire:A Cross-National Study. *Educational and psychological measurement, 66*(4), 701-716.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies, 3*(1), 71-92.

- Schön, D. A., & Argyris, C. (1978). *Organizational Learning: A Theory Of Action Perspective*.
- Schumacker, R. E., & Lomax, R. G. (2010). *A beginner's guide to structural equation modeling* (Third ed.) (Taylor and Francis Group, LLC)
- Scuderi, N. F. (2010). *Servant leadership and transformational leadership in church organizations* (Publication Number 3413541) [Ph.D., The George Washington University]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Senko, K. A. (2010). *Qualitative phenomenological study of leadership perspectives in commercial airlines* (Publication Number 3425619) [Ed.D., University of Phoenix]. ProQuest Dissertations & Theses Global; Publicly Available Content Database. Ann Arbor.
- Sewell, D. K., Ballard, T., & Steffens, N. K. (2021, 2021/04/18/). Exemplifying “Us”: Integrating social identity theory of leadership with cognitive models of categorization. *The Leadership Quarterly*, 101517.
- Shek, D. T. L., & Li, L. (2015). Leadership and mentorship: Service leaders as mentors of the followers. *International Journal on Disability & Human Development*, 14(4), 351-359.
- Shimazu, A., Schaufeli, W. B., info:eu, r. d. n., Kubota, K., Watanabe, K., & Kawakami, N. (2018). Is too much work engagement detrimental?: Linear or curvilinear effects on mental health and job performance. *PLoS ONE*, 13(12), e0208684-e0208684.
- Shuck, B., Reio, T., & Rocco, T. (2011, 09/01). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, 14.
- Simpson, P. A. (2018). *Relationship between airline category, geographical region, and safety performance* [Walden University].
- Singhal, H., & Sud, B. (2018, 04/05). Impact of gender on the relationship between job satisfaction & psychological well-being of Indian employees. *The International Journal of Indian Psychology*, 6, 25-39.

- Sinval, J., & Marôco, J. (2020). Short Index of Job Satisfaction: Validity evidence from Portugal and Brazil. *PLoS ONE*, *15*(4), e0231474.
- Skubinn, R., & Herzog, L. (2016). Internalized moral identity in ethical leadership. *Journal of Business Ethics*, *133*(2), 249-260.
- Skybrary. (2021-2022). *General : Senior Cabin Crew Member (SCCM)*. Retrieved 2021-2022 from
- Slåtten, T., Lien, G., Horn, C. M. F., & Pedersen, E. (2019). The links between psychological capital, social capital, and work-related performance: A study of service sales representatives. *Total Quality Management & Business Excellence*, *30*, S195-S209.
- Slåtten, T., Lien, G., & Svenkerud, P. J. (2019). The role of organizational attractiveness in an internal market-oriented culture (IMOC): A study of hospital frontline employees. *BMC Health Services Research*, *19*(1), N.PAG-N.PAG.
- Smith, C. S. (2017). *Leadership style and leadership education: A phenomenological study of nurse leader and frontline charge nurse perceptions of leadership style and leadership education in hospitals* (Publication Number 10690015) [Ph.D., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Smith, D., & Cantrell, S. M. (2011). The new rules of engagement: Treating your workforce as a workforce of one. *Strategic HR Review*, *10*(3), 5-11.
- Smith, J. A., & Foti, R. J. (1998, Summer98). A pattern approach to the study of leader emergence. *Leadership Quarterly*, *9*(2), 147.
- Smith, L. (2018). *Impacts of executive coaching on employee engagement* (Publication Number 10844070) [M.S., Pepperdine University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Soulivong, V. (2019). *How perceived trust in organizational leaders impacts employee job performance* (Publication Number 13863658) [D.Ed., University of St. Francis]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Sowawattanakul, P., & Wongsurawat, W. (2013, 01/01). Domestic airline networks and passenger demand in Thailand after deregulation. *Int. J. of Aviation Management*, *2*, 35-53.

- Spillane, J. P., Halverson, R., & Diamond, J. B. (2004). Towards a theory of leadership practice: A distributed perspective. *Journal of curriculum studies*, 36(1), 3-34.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *The Academy of Management Journal*, 38(5), 1442-1465.
- Stander, M. W., Maximo, N., & Coxen, L. (2019). Authentic leadership and work engagement : The indirect effects of psychological safety and trust in supervisors. *SA Journal of Industrial Psychology*, 45(1), 1-11.
- Statista. (2021). *Air traffic - worldwide revenue with passengers 2005-2021*.
- Strati, A. (1999). *Organization and aesthetics*. London, UK: Sage. .
- Stutzman, M. (2016). *Leadership success or failure: Understanding the difference between leadership career success and true leadership effectiveness* (Publication Number 10156610) [Ph.D., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Subramony, M., Groth, M., Hu, X. J., & Wu, Y. (2021). Four decades of frontline service employee research: An integrative bibliometric review. *Journal of Service Research*, 24(2), 230-248.
- Sun, J. Y. (2015, 2015/01/01/). Clustered airline flight scheduling: Evidence from airline deregulation in Korea. *Journal of Air Transport Management*, 42, 85-94.
- Suprise, M. (2018). *Social exchange in mentoring, perceived organizational support, and employee engagement* (Publication Number 10826122) [M.A., Southern Illinois University at Carbondale]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Sürücü, L., Maşlakçı, A., & Şeşen, H. (2021). The influence of transformational leadership on employees' innovative behaviour in the hospitality industry: The mediating role of leader member exchange. *Tourism (13327461)*, 69(1), 19-31.
- Suthatorn, P., & Charoensukmongkol, P. (2018). Cultural intelligence and airline cabin crews members' anxiety: The mediating roles of intercultural communication competence and service attentiveness. *Journal of Human Resources in Hospitality & Tourism*, 17(4), 423-444.

- Suwarnajote, N., & Mekhum, W. (2020). The impact of human resource practices on employee wellbeing of the pharmacy firms in Thailand. *Systematic Reviews in Pharmacy, 11*(1), 425-433.
- Suwarnnoi, A. (2016). Passengers' satisfaction towards English oral communication ability of a regional light premium airline cabin crew.
- Syrek, C. J., Kühnel, J., Vahle-Hinz, T., & De Bloom, J. (2018). Share, like, twitter, and connect: Ecological momentary assessment to examine the relationship between non-work social media use at work and work engagement. *Work and stress, 32*(3), 209-227.
- Tang, A. D., Chang, M.-L., Wang, T.-H., & Lai, C.-H. (2020, 2020/08/01/). How to create genuine happiness for flight attendants: Effects of internal marketing and work-family interface. *Journal of Air Transport Management, 87*, 101860.
- Tang, C. F., & Ozturk, I. (2017). Is tourism a catalyst of growth in Egypt? Evidence from Granger non-causality and the generalised variance decomposition analysis. *Anatolia: An International Journal of Tourism & Hospitality Research, 28*(2), 173-181.
- Tanno, J. (2017). *Servant Leadership: What Makes It an Effective Leadership Model* (Publication Number 10604029) [Ph.D., Walden University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Tansitpong, P. (2012). *Empirical investigation of customer perceived quality and product differentiation for multiproduct firms* (Publication Number 3557936) [Ph.D., Rensselaer Polytechnic Institute]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Tanskanen, J., Mäkelä, L., & Viitala, R. (2019). Linking Managerial Coaching and Leader–Member Exchange on Work Engagement and Performance. *Journal of Happiness studies, 20*(4), 1217-1240.
- Tarasawatpipat, C., & Mekhum, W. (2020). The Role of Human Resource Practices on the Employee Engagement: The Mediating Role of Perceived Organizational Support. *Systematic Reviews in Pharmacy, 11*(1), 361-370.

- Teimouri, H., Hosseini, S. H., & Ardeshiri, A. (2018). The role of ethical leadership in employee psychological well-being (Case study: Golsar Fars Company). *Journal of human behavior in the social environment*, 28(3), 355-369.
- Tepayakul, R., & Rinthaisong, I. (2018). Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions. *International Journal of Behavioral Science*, 13(2), 68-81.
- Testa, M. R. (2007). A deeper look at national culture and leadership in the hospitality industry. *International Journal of Hospitality Management*, 26(2), 468-484.
- Thai, B., Trang, N., & Duc, T. (2021). Well-being at work and its association with work-home interactions: a study of young Vietnamese employees. *Health psychology report*, 9(1), 18-30.
- Thailand, T. C. A. A. o. (2019a). Air Operator Certificate Requirements. (Revision 6.1), 7-1.
- Thailand, T. C. A. A. o. (2019b). *State of Thai Aviation Industry 2019*.
[Record #667 is using a reference type undefined in this output style.]
- The Council for International Organizations of Medical Sciences and the World Health Organization. (2002). International ethical guidelines for biomedical research involving human subjects.
- The International Civil Aviation Organization. (2017). *Aviation Benefits Report*.
- Thomas, K. W., & Velthouse, B. A. (1990). Cognitive Elements of Empowerment: An "Interpretive" Model of Intrinsic Task Motivation. *The Academy of Management Review*, 15(4), 666-681.
- Tian, G., & Zhang, Z. (2020). Linking empowering leadership to employee innovation: The mediating role of work engagement. *Social behavior and personality*, 48(10), 1-8.
- Timothy, T. (2013). *Handbook of Quantitative Methods for Educational Research* [Book]. Brill.
- Tracey, J. B., & Hinkin, T. R. (1994). Transformational Leaders in the Hospitality Industry. *Cornell Hotel and Restaurant Administration Quarterly*, 35(2), 18-24.

- Treviño, L., Brown, M., & Hartman, L. (2003, 01/01). A Qualitative Investigation of Perceived Executive Ethical Leadership: Perceptions from Inside and Outside the Executive Suite. *Human Relations - HUM RELAT*, 56, 5-37.
- Tucker, E. (2020). Driving engagement with the employee experience. *Strategic HR Review*, 19(4), 183-187.
- Tuckey, M. R., Sonnentag, S., & Bryan, J. (2018). Are state mindfulness and state work engagement related during the workday? *Work & Stress*, 32(1), 33-48.
- Turksoy, S. S., & Tutuncu, O. (2021). An analysis of the relationship between work engagement, work locus of control, passion, and parasitism in coastal hotels. *European Journal of Tourism Research*, 29, 1-19.
- Turman, N. T., Garcia, K. C. A., & Howes, S. (2018, Fall2018). Deepening Attention to Social Location in Building Leader and Leadership Efficacy. *New Directions for Student Leadership*, 2018(159), 65-76.
- Turner, P., & Kalman, D. (2015). Make your people before making your products: How to maximize the potential of an inclusive workforce. *Human Resource Management International Digest*.
- Turner, R. C., & Carlson, L. (2003, 06//). Indexes of Item-Objective Congruence for Multidimensional Items. *International Journal of Testing*, 3(2), 163.
- Tyler, D. A. (2018). *Nonprofit Leaders' Perceptions of Leadership Development and Leadership Competences* (Publication Number 10829421) [Ph.D., Northcentral University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Tziner, A., Shkoler, O., & Bat Zur, B.-E. (2019). Revisiting Work Engagement from a Moderated-Mediation Vantage Point. *Revista de psicología del trabajo y de las organizaciones*, 35(3), 207-215.
- Ugwu, F., Onyishi, I., & Sánchez, A. (2014, 04/08). Linking organizational trust with employee engagement: The role of psychological empowerment. *Personnel Review*, 43.
- Urban, M., Klemm, M., Ploetner, K. O., & Hornung, M. (2018). Airline categorisation by applying the business model canvas and clustering algorithms. *Journal of Air Transport Management*, 71, 175-192.

- Van der Walt, F. (2018). Workplace spirituality, work engagement and thriving at work. *SA Journal of Industrial Psychology, 44*(1), 1-10.
- Van Steenbergen, E. F., van der Ven, C., Peeters, M. C. W., & Taris, T. W. (2018). Transitioning Towards New Ways of Working: Do Job Demands, Job Resources, Burnout, and Engagement Change? *Psychological Reports, 121*(4), 736-766.
- Vance, C., & Luis, C. (2020). A Pandemic Crisis: Mentoring, Leadership, and the Millennial Nurse. *Nursing economic, 38*(3), 152-163.
- Vassos, M., Nankervis, K., Skerry, T., & Lante, K. (2019). Can the job demand-control-(support) model predict disability support worker burnout and work engagement? *Journal of intellectual & developmental disability, 44*(2), 139-149.
- Vatankhah, S. (2021, 2021/01/01/). Dose safety motivation mediate the effect of psychological contract of safety on flight attendants' safety performance outcomes?: A social exchange perspective. *Journal of Air Transport Management, 90*, 101945.
- Vatankhah, S., & Raofi, A. (2018). Psychological entitlement, egoistic deprivation and deviant behavior among cabin crews: an attribution theory perspective. *Tourism Review, 73*(3), 314-330.
- Vidović, A., Štimac, I., & Vince, D. (2013). Development of business models of low-cost airlines. *International Journal for Traffic & Transport Engineering, 3*(1).
- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on Models of Job Performance. *International Journal of Selection & Assessment, 8*(4), 216.
- Wallace, M. (1998, 01/01). Organizational learning and the learning organization. *Graduate College of Management Papers.*
- Walsh, B., & Volini, E. (2017). Rewriting the rules for the digital age: 2017 Deloitte global human capital trends.
- Walsh, M. M., & Arnold, K. A. (2020). The bright and dark sides of employee mindfulness: Leadership style and employee well-being. *Stress and health, 36*(3), 287-298.
- Walter, D. L. (2017). *The Relationship of Quality of Work-Life and Organizational Commitment: A Correlational Study of Flight Attendants in the United States*

- (Publication Number 10624747) [Ph.D., Grand Canyon University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal of applied psychology*, 95(3), 517.
- Wang, H., Tsui, A. S., & Xin, K. R. (2011, 2011/02/01/). CEO leadership behaviors, organizational performance, and employees' attitudes. *The Leadership Quarterly*, 22(1), 92-105.
- Wang, Y., & Ki, E.-J. (2018). Membership Matters: Why Members Engage with Professional Associations. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, 29(1), 71-82.
- Ward, P. J., & Ellis, G. D. (2008, Summer2008). Characteristics of Youth Leadership that Influence Adolescent Peers to Follow. *Journal of Park & Recreation Administration*, 26(2), 78-94.
- Watanabe, K. K. (2020). *The Relationship between Transformational Leadership and Employee Engagement in an Agile Environment* (Publication Number 28095374) [D.B.A., Grand Canyon University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Wiedemann, C. S. (2016). *Investigating employee engagement within a self-determination theory framework* (Publication Number 10240297) [M.S., Clemson University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Wilder, N. (2016). *Companionate Love Cultures at Work? An Exploratory Study of How Emotional Facets of Organizational Culture Impact Employees* (Publication Number 10169274) [Ph.D., The Claremont Graduate University]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Wood, R., Bandura, A., & Bailey, T. (1990). Mechanisms governing organizational performance in complex decision-making environments. *Organizational behavior and human decision processes*, 46(2), 181-201.
- World Tourism Organization and Global Tourism Economy Research Centre. (2020). *UNWTO/GTERC Asia Tourism Trends – 2020 Edition*. UNWTO, Madrid,.

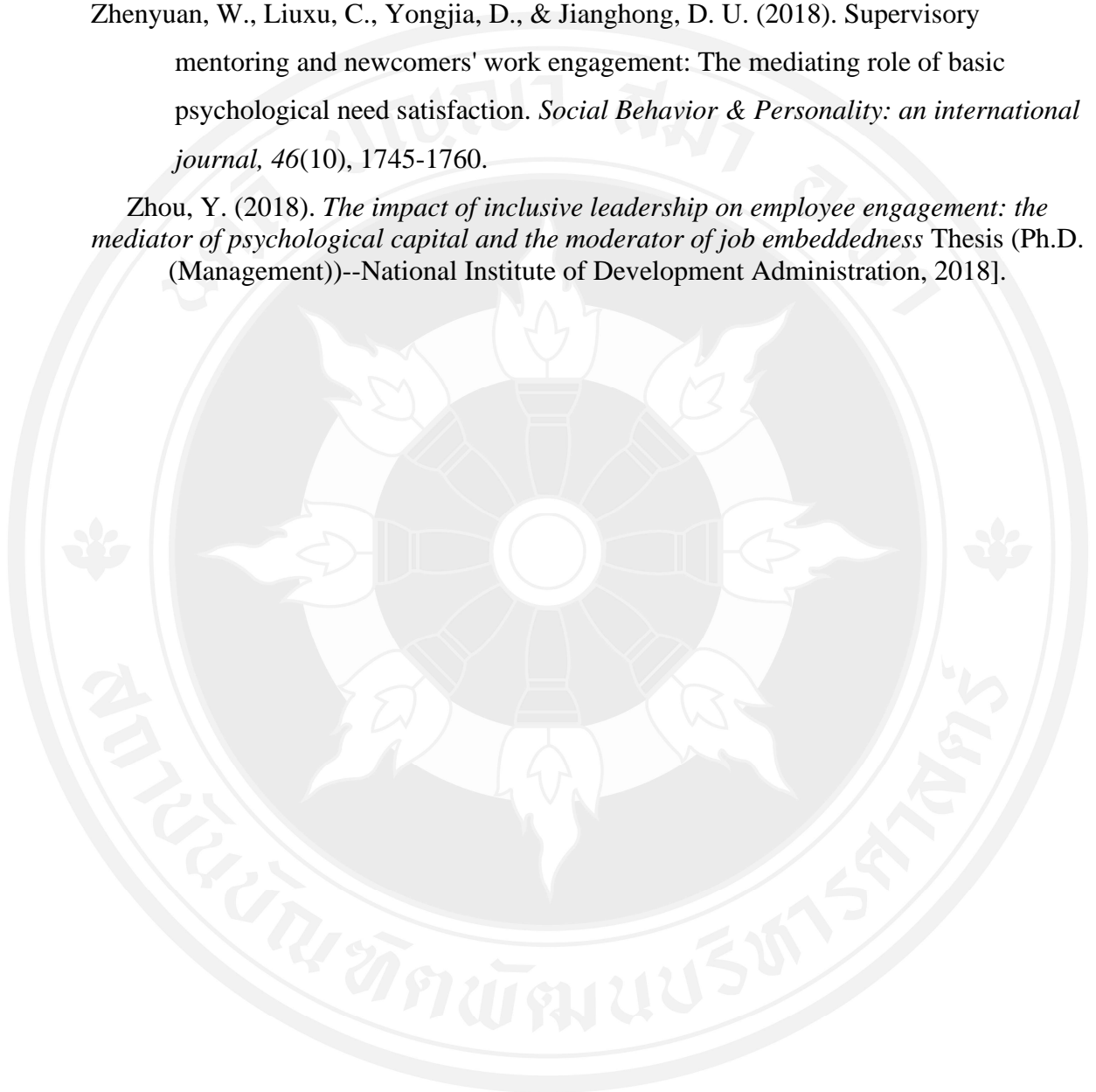
- World Travel and Tourism Council. (2020). *Global Economic Impact & Trend 2020*.
- World Travel and Tourism Council. (2021). *Global Economic Impact & Trend 2021*.
- Wu, M. (2012). Moral leadership and work performance. *Chinese Management Studies*, 6(2), 284-299.
- Yalabik, Z. Y., van Rossenberg, Y., Kinnie, N., & Swart, J. (2015, 2015/07/04). Engaged and committed? The relationship between work engagement and commitment in professional service firms. *The International Journal of Human Resource Management*, 26(12), 1602-1621.
- Yang, L.-Q., Sliter, M., Cheung, J. H., Sinclair, R. R., & Mohr, C. (2018). The dark side of helping: Does returning the favor from coworkers hurt employee work engagement? *Journal of Business and Psychology*, 33(6), 741-760.
- Yao, K., & Wang, Y. (2011, 12-14 Aug. 2011). Research on the Relations between Managerial Self-Efficacy and Job Satisfaction. 2011 International Conference on Management and Service Science,
- Yee, R. W. Y., Lee, P. K. C., Yeung, A. C. L., & Cheng, T. C. E. (2013, 2013/02/01/). The relationships among leadership, goal orientation, and service quality in high-contact service industries: An empirical study. *International Journal of Production Economics*, 141(2), 452-464.
- Yeganeh, R., Fashkhami, N., Damiri, Z., Kamrani, M., Khajevandi, A., & Kordmiri, S. (2020). Workload and quality of working life in shift and nonshift workers of a water and wastewater contracting company in 2018. *International Archives of Health Sciences*, 7(4), 210-214.
- Yeh, C.-W. (2009, 2009/09/01/). Service climate, professional commitment and job performance of flight attendants in Taiwan. *Journal of Air Transport Management*, 15(5), 259-260.
- Yeh, C.-W. (2012, 2012/12/01/). Relationships among service climate, psychological contract, work engagement and service performance. *Journal of Air Transport Management*, 25, 67-70.
- Yeşiltaş, M., & Tuna, M. (2018). The effect of ethical leadership on service sabotage. *伦理型领导对服务破坏的影响*, 38(15/16), 1133-1159.

- Yim, Y. B. D. (2021). *Phenomenological Study on Rural Health Employees' Experiences with Employee Engagement and Job Embeddedness in Hawai'i* (Publication Number 28643733) [Ph.D., University of Arizona Global Campus]. ProQuest Dissertations & Theses Global. Ann Arbor.
- Yn-Nii, L. I. N., Pi-Hui, L. A. I., Chiu, Y.-H. C., Hui-Hsing, H., & Yien-Hua, C. (2016, Summer 2016). Experience of dormitory peer mentors: A journey of self learning and development. *Education, 136*(4), 437-450.
- Yoopetch, C. (2017). The Effect of Creativity and Learning on Satisfaction of Airline Employees [Article]. *Catalyst, 15*(1), 45-54.
- Yukl, G. (2010). Leadership in organisations.
- Yukl, G., Gordon, A., & Taber, T. (2002, 08/01). A Hierarchical Taxonomy of Leadership Behavior: Integrating a Half Century of Behavior Research. *Journal of Leadership & Organizational Studies, 9*, 15-32.
- Zajac, G. (2016). The role of air transport in the development of international tourism. *Journal of International Trade, Logistics and Law, 2*(1), 1-8.
- Zana, Á., Kegye, A., Czeglédi, E., & Hegedűs, K. (2020). Differences in well-being and fear of death among female hospice employees and volunteers in Hungary. *BMC palliative care, 19*(1), 58-58.
- Zeng, C., Li, Q., & Zhu, R. (2009). Review on the research of paternalistic leadership. *Foreign Economics and Management, 14*(5), 38-44.
- Zgodavová, Z., Rozenberg, R., & Szabo, S. (2018). Analysis of Point-to-Point versus Hub-and-Spoke airline networks. 2018 XIII International Scientific Conference- New Trends in Aviation Development (NTAD),
- Zhang, L., Qiu, Y., Zhang, N., & Li, S. (2020). How Difficult Doctor–Patient Relationships Impair Physicians' Work Engagement: The Roles of Prosocial Motivation and Problem-Solving Pondering. *Psychological Reports, 123*(3), 885-902.
- Zhang, T., Gino, F., & Bazerman, M. H. (2014, 2014/01/01/). Morality rebooted: Exploring simple fixes to our moral bugs. *Research in Organizational Behavior, 34*, 63-79.

Zhao, C., Tian, G., Wen, Z., & Gao, X. (2021). Charismatic leadership and millennial employee innovation performance relationship mediated by employees' leadership, professional, and organizational identification. *Social Behavior & Personality: an international journal*, 49(1), 1-11.

Zhenyuan, W., Liuxu, C., Yongjia, D., & Jianghong, D. U. (2018). Supervisory mentoring and newcomers' work engagement: The mediating role of basic psychological need satisfaction. *Social Behavior & Personality: an international journal*, 46(10), 1745-1760.

Zhou, Y. (2018). *The impact of inclusive leadership on employee engagement: the mediator of psychological capital and the moderator of job embeddedness* Thesis (Ph.D. (Management))--National Institute of Development Administration, 2018].





APPENDICES



Appendix A

Questionnaires

QUESTIONNAIRE (ENGLISH)

Research Title: A Structural Equation Model of Flight Purser Leadership, Cabin Crew Experience and Cabin Crew Engagement: A Perspective of a Full-Service Airline in Thailand

Explanation

This questionnaire is aimed at asking respondents to express their opinions on their expected situation that is likely to occur in the future for Full-Service airlines in Thailand and does not consider the current situation of any particular airline.

This questionnaire is a part of dissertation for a Doctoral Degree in integrated tourism management, the graduate school of tourism management, National Institute of Development Administration (NIDA).

The objectives of this research consists of investigating the construct, creating the construct model and testing the construct model of flight pursers leadership characteristics, cabin crew experience, and cabin crew engagement of a full-service airline in Thailand.

This questionnaire contains five parts as follow:

Part 1 The opinion on flight purser leadership characteristics

Part 2 The opinion on cabin crew work experiences

Part 3 The opinion on cabin crew engagement

Part 4 Suggestions

Part 5 Participants' demographic information

The researcher is required to obtain permission from you to complete the questionnaire. The researcher genuinely appreciates your involvement in the survey. Your responses and personal information will be kept confidential to prevent contravention of your privacy. All data will be utilized exclusively for this research. There are no risks associated with your participation in research that will adversely affect you or your organization. Your participation is entirely voluntary. You are not

obliged to respond to all questions; you may choose to omit any that you consider inappropriate, or you may discontinue at any stage you prefer.

If you have any questions regarding the questionnaire, please contact the researcher through sutisa.kaew@stu.nida.ac.th.

Sutisa Kaewpoo

The Graduate School of Tourism
Management National Institute of
Development Administration

Consent question:

Are you a cabin crew member of a full-service airline in Thailand, with at least one year of work experience and your permission to participate in this study? The participant indicated YES or NO by marking the appropriate option.

YES NO

Explanation

In the questionnaire Part 1, 2 and 3 respondents are asked to consider each question and mark ○ around the answer that represents your opinion.

The questionnaire is 5 rating scales as follows:

Level 5: the **highest** level of agreement

Level 4: **high** level of agreement

Level 3: **moderate** level of agreement


Level 2: **low** level of agreement


Level 1: The **lowest** level of agreement





Part 1 The opinion on flight purser leadership characteristics

Flight Purser Leadership is a capability or individual characteristic influencing cabin crew in working experience. They notice cabin crew needs and facilitate them with work resources, resulting in satisfactory accomplishment of safety and service performance delivered to passengers. They monitor and supervise cabin crew performance.

Item	Indicator	Opinion Levels				
		Lowest				Highest
	Leadership Characteristics	1	2	3	4	5
1) Moral Leadership						
1	Fairness would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
2	Attention towards cabin crew and colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
3	Respect for cabin crew and colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
4	Sacrifice would enable cabin crew of full-time airline in Thailand to reap positive experience at work	1	2	3	4	5
2) Efficacy Leadership						
5	Knowledge and expertise in performing duties would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
6	Patience in performing duties would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5


Item	Indicator	Opinion Levels				
		Lowest				Highest
	Leadership Characteristics	1	2	3	4	5
7	Skills and adaptation according to situations to effectively solve problems would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
8	Ability of prioritization to solve problems would enable cabin crew of full-service in Thailand to reap positive experience at work	1	2	3	4	5
3) Mentoring Leadership						
9	Recognition of good relationship with colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
10	Guidance of clear working procedure would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
11	Assistance during work would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
12	Purser provided independence to solve problems by oneself would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5

Item	Indicator	Opinion Levels				
	Leadership Characteristics	Lowest 1				Highest 5
			2	3	4	
4) Encourage Self Initiation Leadership						
13	Listening to colleagues with an open mind would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
14	Pursers focus on warning rather than reporting on cabin crew would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
15	Pursers promote creativity in service design would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
16	Pursers encourage and applaud creativity would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
5) Idealized Influence Leadership						
17	Role model of behavior and good manners would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
18	Role model of dress code would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5

Item	Indicator	Opinion Levels				
		Lowest				Highest
	Leadership Characteristics	1	2	3	4	5
19	Role model in decision-making would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5
20	Role model to develop additional skills and knowledge would enable cabin crew of full-service airline in Thailand to reap positive experience at work	1	2	3	4	5

Part 2 The opinion on Cabin Crew Work Experiences


Cabin Crew Experience refers to a working experience relationship between cabin crew and flight purser, and there are three kinds of experiences that cabin crew have had during working on a full-service airline.


Item	Indicator	Opinion Levels				
		Lowest				Highest
	Cabin Crew Experience	1	2	3	4	5
1) Physical Experience						
21	Arrangement of appropriate rest for overnight and long-distance flights would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
22	Appropriately assigned position, duty, and workload would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
23	Awareness of cabin crew safety during work would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
24	Awareness of cabin crew safety during overnight stay at different station would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
2) Emotional Experience						
25	Opportunity to express opinions would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
26	Respect from colleagues would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
27	Warm and friendly working environment would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5


Item	Indicator	Opinion Levels				
		Lowest				Highest
	Cabin Crew Experience	1	2	3	4	5
28	Mutual assistance would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
3) Learning Experience						
29	Explanation of working procedure that was correct and easy to understand would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
30	Feedback from work would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
31	Technical guidance provided to manage passengers when problems arose would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5
32	Explanation provided, information sharing, update on Safety and Service would ensure cabin crew of full-service airline in Thailand of its engagement	1	2	3	4	5

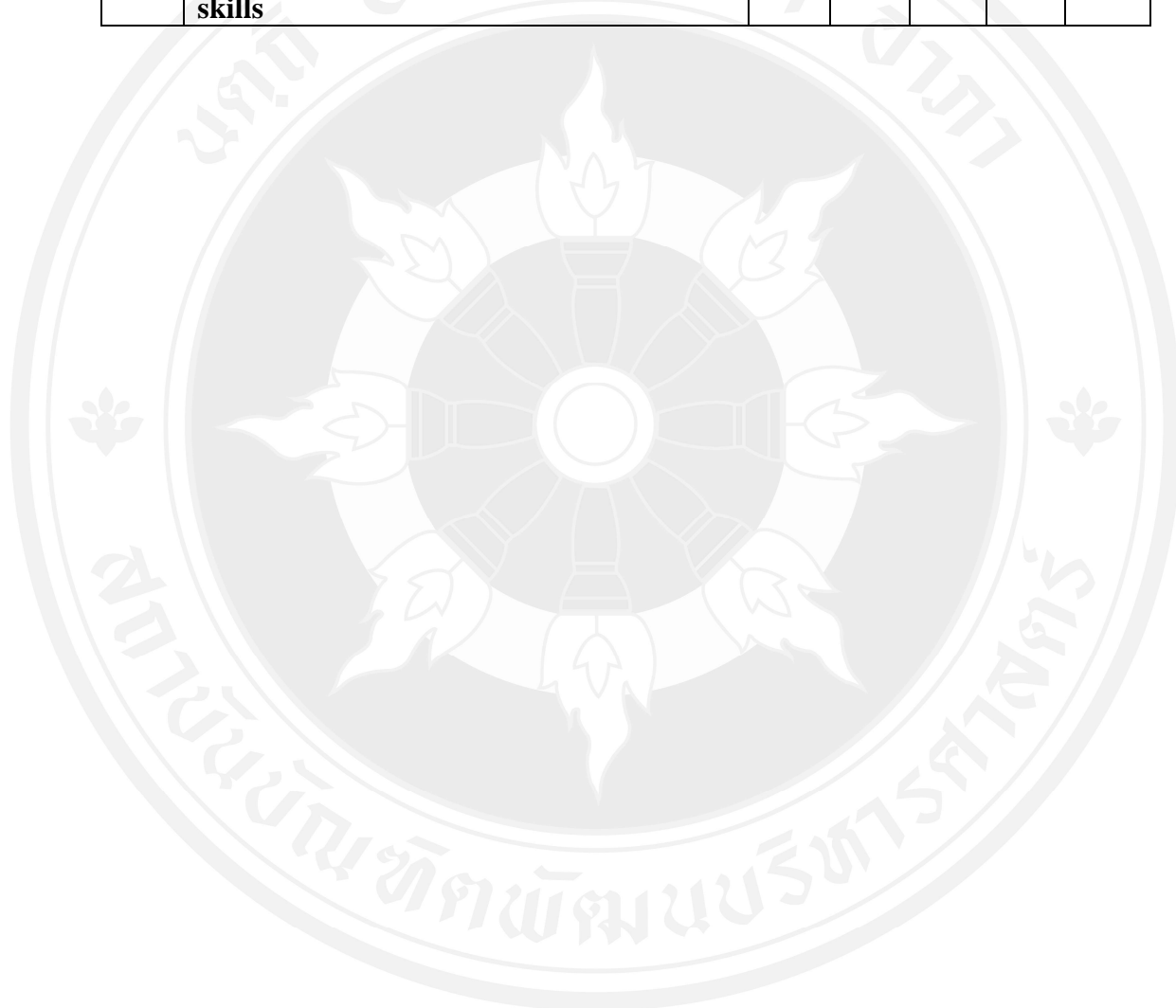
Part 3 The opinion on Cabin Crew Engagement

Cabin Crew Engagement refers to when cabin crew have developed mutual goals, beliefs, values, and cultures. They have positive and close relationships with their flight pursers and colleagues. Cabin crew regard themselves as a part of the organization and prioritize shared benefits above personal interests.

Item	Indicators	Opinion Levels				
		Lowest				Highest
	Cabin Crew Engagement	1	2	3	4	5
1) Vigor						
33	Good work experience would ensure cabin crew of full-service airline in Thailand of its enthusiasm at work	1	2	3	4	5
34	Good work experience would ensure cabin crew of full-time airline in Thailand of its vigor when faced with problems and succeeded in solving them	1	2	3	4	5
35	Good work experience would ensure cabin crew of full-service airline in Thailand of its good humor and willingness to work	1	2	3	4	5
36	Good work experience would ensure that cabin crew of full-service airline in Thailand wanted interaction with colleagues and teamwork	1	2	3	4	5
2) Dedication						
37	Good work experience would ensure cabin crew of full-service airline in Thailand to be proud to work with the organization	1	2	3	4	5
38	Good work experience would ensure cabin crew of full-service airline in Thailand to be willing to provide services to passengers to the best of ability	1	2	3	4	5

Item	Indicators	Opinion Levels				
		Lowest				Highest
	Cabin Crew Engagement	1	2	3	4	5
39	Good work experience would ensure cabin crew of full-service airline in Thailand to volunteer in the organization's activities	1	2	3	4	5
40	Good work experience would ensure cabin crew of full-service airline in Thailand to participate in defending the organization's prestige	1	2	3	4	5
3) Absorption						
41	Good work experience would ensure cabin crew of full-service airline in Thailand to have strong tie with profession and assigned duty	1	2	3	4	5
42	Good work experience would ensure cabin crew of full-service airline in Thailand of its enthusiasm in assigned work	1	2	3	4	5
43	Good work experience would ensure cabin crew of full-service airline in Thailand to be happy and enjoy work	1	2	3	4	5
44	Good work experience would ensure that cabin crew of full-service airline in Thailand felt that time flied while working every day	1	2	3	4	5
4) Increased Job Performance						
45	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to continuously study and develop skills on Safety	1	2	3	4	5
46	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to continuously undergo training and develop skills in service	1	2	3	4	5
47	Good work experience would ensure that cabin crew of full-service airline in Thailand placed importance on assigned duty	1	2	3	4	5

Item	Indicators	Opinion Levels				
		Lowest				Highest
	Cabin Crew Engagement	1	2	3	4	5
48	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to develop other additional useful skills	1	2	3	4	5



Part 5 Participants' Demographic Information

Explanation

In the fifth part of the questionnaire, respondents are asked to mark ✓ in of the statement that represents your personal data.

Gender

Male

Female

1. Age

Gen Z (Born after 1993)

Gen Y (Born in 1980-1992)

Gen X (Born in 1965-1979)

3. Education

Bachelor's Degree

Master's Degree or Higher

4. Work Experience

1-3 Years

3-5 Years

5-8 Years

Over 8 years

แบบสอบถามเพื่อการวิจัย

เรื่อง โมเดลสมการโครงสร้างของคุณลักษณะผู้นำของหัวหน้าพนักงานต้อนรับบนเครื่องบินที่มีอิทธิพลต่อประสิทธิภาพการทำงานของพนักงานต้อนรับบนเครื่องบินและความทุ่มเทใจที่มีต่อองค์กรของพนักงานต้อนรับบนเครื่องบิน: กรณีศึกษาสายการบินที่ให้บริการเต็มรูปแบบ (Full – Service) ของประเทศไทย

คำชี้แจง

แบบสอบถามฉบับนี้มุ่งเน้นให้ผู้ตอบแสดงความคิดเห็นถึงสถานการณ์ที่คาดว่าจะเกิดขึ้นในอนาคตของสายการบินที่ให้บริการเต็มรูปแบบ (Full – Service) ของประเทศไทย ซึ่งไม่ได้คำนึงถึงจากสถานการณ์ปัจจุบันของสายการบินใดสายการบินหนึ่ง

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยวและบริการแบบบูรณาการ คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์(นิด้า) โดยมีวัตถุประสงค์เพื่อศึกษาโครงสร้าง ความสัมพันธ์ การสร้างโมเดลสมการโครงสร้าง และการทดสอบโมเดลสมการโครงสร้างกับข้อมูลเชิงประจักษ์ของคุณลักษณะผู้นำของหัวหน้าพนักงานต้อนรับบนเครื่องบินที่มีอิทธิพลต่อประสิทธิภาพการทำงานของพนักงานต้อนรับบนเครื่องบินและความทุ่มเทใจที่มีต่อองค์กรของพนักงานต้อนรับบนเครื่องบิน กรณีศึกษาสายการบินที่ให้บริการเต็มรูปแบบ (Full – Service) ของประเทศไทย

แบบสอบถามแบ่งออกเป็น 5 ส่วน ได้แก่

- ส่วนที่1 แบบประเมินเกี่ยวกับคุณลักษณะผู้นำของหัวหน้าพนักงานต้อนรับบนเครื่องบิน
- ส่วนที่2 แบบประเมินเกี่ยวกับประสิทธิภาพการทำงานของพนักงานต้อนรับบนเครื่องบิน
- ส่วนที่3 แบบประเมินเกี่ยวกับความทุ่มเทใจที่มีต่อองค์กรของพนักงานต้อนรับบนเครื่องบิน
- ส่วนที่4 ข้อเสนอแนะเพิ่มเติม
- ส่วนที่5 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ดังนั้น ผู้วิจัยจึงขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถามกรุณาตอบคำถามให้ครบทุกข้อเพื่อความสมบูรณ์ และถูกต้องของงานวิจัย คำตอบของท่านเป็นสิ่งที่มีความหมาย และมีค่ายิ่ง ผู้วิจัยจะเก็บรักษาข้อมูลของท่านเป็นความลับ โดยจะนำมาใช้เป็นข้อมูลในการวิจัยเท่านั้น ไม่มีผลกระทบใดๆ ต่อท่าน และองค์กร ผู้ตอบแบบสอบถามสามารถยุติการทำแบบสอบถามหรือข้ามการตอบในข้อใดข้อหนึ่งได้ตามความสมัครใจ นอกจากนี้ ผู้วิจัยขอขอบพระคุณทุกท่านที่เสียสละเวลาอันมีค่า ให้ความกรุณาตอบแบบสอบถามในครั้งนี้

หากท่านต้องการทราบรายละเอียดเพิ่มเติมหรือมีข้อสงสัยอันใด สามารถติดต่อผู้วิจัยได้ทางอีเมล sutisa.kaew@stu.nida.ac.th

นางสาว สุธิษา แก้วปู่
นักศึกษาหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาการจัดการการท่องเที่ยวแบบบูรณาการ
คณะกรรมการจัดการการท่องเที่ยว
สถาบันบัณฑิตพัฒนบริหารศาสตร์

คำถามคัดกรองผู้ตอบแบบสอบถาม

▪ ท่านเป็นพนักงานต้อนรับบนเครื่องบินสายการบินที่ให้บริการเต็มรูปแบบ (Full – Service) ของประเทศไทย ที่มีประสบการณ์การทำงานอย่างน้อย 1 ปี และสมัครใจเข้าร่วมทำแบบสอบถามเพื่อการวิจัยฉบับนี้


ใช่ ไม่ใช่


คำชี้แจงแบบสอบถาม ในแบบสอบถามส่วนที่ 1 2 และ 3 นี้ขอให้ผู้ตอบแบบสอบถามโปรดพิจารณาคำถามในแต่ละข้อ และทำเครื่องหมาย ล้อมรอบคำตอบที่แสดงให้เห็นถึงความคิดเห็นท่าน โดยมีเกณฑ์การให้คะแนน ดังนี้


- 1 คะแนน หมายถึง เห็นด้วยน้อยที่สุด
- 2 คะแนน หมายถึง เห็นด้วยน้อย
- 3 คะแนน หมายถึง เห็นด้วยปานกลาง
- 4 คะแนน หมายถึง เห็นด้วยมาก
- 5 คะแนน หมายถึง เห็นด้วยมากที่สุด


ส่วนที่ 1 แบบประเมินเกี่ยวกับคุณลักษณะผู้นำของเพอร์เซออร์


คุณลักษณะผู้นำ หมายถึง ความสามารถหรือคุณลักษณะเฉพาะบุคคลของหัวหน้างาน ที่มีอิทธิพลต่อประสิทธิภาพการทำงานของพนักงาน หัวหน้างานสามารถรับรู้ความต้องการพร้อมกับอำนวยความสะดวกด้านทรัพยากรในการทำงานให้แก่พนักงาน อีกทั้งเฝ้าสังเกตและดูแลการทำงานของพนักงาน เพื่อให้งานสำเร็จลุล่วงและตรงตามเป้าหมายที่วางไว้


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
		1	2	3	4	5
1) ผู้นำที่มีคุณธรรม (Moral Leadership)						
1	<u>ความยุติธรรม</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
2	<u>ความเอาใจใส่ดูแลลูกเรือและเพื่อนร่วมงาน</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
3	<u>การให้เกียรติลูกเรือและเพื่อนร่วมงาน</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
	คุณลักษณะผู้นำ	1	2	3	4	5
4	<u>ความเสถียร</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
2) ผู้นำที่มีประสิทธิภาพ (Efficacy Leadership)						
5	<u>การมีความรู้และความเชี่ยวชาญในการปฏิบัติงาน</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
6	<u>ความอดทนในการปฏิบัติงาน</u> ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
7	<u>การมีทักษะและการปรับเปลี่ยนตามสถานการณ์</u> เพื่อการแก้ปัญหาอย่างมีประสิทธิภาพของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
	คุณลักษณะผู้นำ	1	2	3	4	5
8	<u>ความสามารถในการจัดลำดับความสำคัญในการแก้ปัญหา</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
3) ผู้นำแบบพี่เลี้ยง (Mentoring Leadership)						
9	<u>การคำนึงถึงความสัมพันธ์ที่ดีต่อเพื่อนร่วมงาน</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
10	<u>การชี้แนะแนวทางขั้นตอนในการปฏิบัติงานที่ชัดเจน</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
11	<u>การให้ความช่วยเหลือขณะปฏิบัติงาน</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
	คุณลักษณะผู้นำ	1	2	3	4	5
12	เพอร์เซอร์ <u>ให้อิสระในการแก้ปัญหาด้วยตนเอง</u> จะส่งผลให้ลูกเรือสายการบิน full service ของ ประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
4) ผู้นำที่ส่งเสริมการเริ่มต้นด้วยตนเอง (Encourage Self Initiation Leadership)						
13	<u>การรับฟังความคิดเห็นเพื่อนร่วมงาน</u> ของเพอร์ เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
14	เพอร์เซอร์ <u>ให้ความสำคัญกับการตักเตือนมากกว่า</u> <u>การการเขียน report ลูกเรือ</u> ส่งผลให้ลูกเรือสาย การบิน full service ของประเทศไทยเกิด ประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
15	เพอร์เซอร์ <u>ส่งเสริมการคิดริเริ่มสร้างสรรค์ในการ</u> <u>ออกแบบการบริการ</u> จะส่งผลให้ลูกเรือ สายการ บิน full service ของ ประเทศไทย เกิด ประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
	คุณลักษณะผู้นำ	1	2	3	4	5
16	เพอร์เซอรั <u>ให้กำลังใจและชมเชยกับความคิดริเริ่มสร้างสรรค์</u> จะส่งผลให้ลูกเรือ สายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
5) ผู้นำที่เป็นแบบอย่างและสร้างแรงบันดาลใจ (Idealized Influence Leadership)						
17	<u>การเป็นแบบอย่างในการวางตัวและมารยาทที่ดี</u> ของเพอร์เซอรั จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
18	<u>การเป็นแบบอย่างที่ดีในการแต่งกายตามกฎระเบียบ</u> ของเพอร์เซอรั จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5
19	<u>การเป็นแบบอย่างที่ดีในการตัดสินใจ</u> ของเพอร์เซอรั จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
	คุณลักษณะผู้นำ	1	2	3	4	5
20	<u>การเป็นแบบอย่างที่ดีในการพัฒนาทักษะและ</u> <u>ความรู้เพิ่มเติม</u> ของเพอร์เซอรั จะส่งผลให้ลูกเรือ สายการบิน full service ของประเทศไทย เกิด ประสบการณ์ที่ดีในการทำงาน	1	2	3	4	5


ส่วนที่2 แบบประเมินเกี่ยวกับประสบการณ์ที่ดีในการทำงานของลูกเรือ

ประสบการณ์ที่ดีในการทำงาน หมายถึง ประสบการณ์ที่ดีและความสัมพันธ์อันดีที่เกิดขึ้นระหว่างหัวหน้างานกับพนักงานขณะทำงานร่วมกัน

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด 1				มากที่สุด 5
1) ประสบการณ์ด้านกายภาพ (Physical Experience)						
21	<u>จัดให้มีการ Rest ที่เหมาะสมในไฟล์ทข้ามคืน และไฟล์ทระยะไกล</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งมามีใจ	1	2	3	4	5
22	<u>ตำแหน่ง หน้าที่และปริมาณงานที่ได้รับมอบหมายเหมาะสม</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งมามีใจ	1	2	3	4	5
23	<u>การคำนึงถึงความปลอดภัยของลูกเรือขณะทำงาน</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งมามีใจ	1	2	3	4	5


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
		1	2	3	4	5
	ประสบการณ์ที่ดีในการทำงาน					
24	การคำนึงถึงความปลอดภัยของลูกค้าเรือขณะค้าง ต่างสถานี จะส่งผลให้ลูกค้าเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	1	2	3	4	5
2) ประสบการณ์ด้านอารมณ์ (Emotional Experience)						
25	การมีโอกาสแสดงความคิดเห็น จะส่งผลให้ลูกค้าเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	1	2	3	4	5
26	การได้รับการเคารพจากเพื่อนร่วมงาน จะส่งผลให้ลูกค้าเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	1	2	3	4	5
27	บรรยากาศการทำงานที่อบอุ่น เป็นมิตร จะส่งผลให้ลูกค้าเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	1	2	3	4	5


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
		1	2	3	4	5
	ประสบการณ์ที่ดีในการทำงาน					
28	การช่วยเหลือซึ่งกันและกัน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเทมีความทุ่มเท	1	2	3	4	5
3) ประสบการณ์ด้านการเรียนรู้ (Learning Experience)						
29	ได้รับการอธิบายขั้นตอนการปฏิบัติงานที่ถูกต้องและเข้าใจง่าย จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเท	1	2	3	4	5
30	ได้รับข้อคิดชมจากการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเท	1	2	3	4	5
31	ได้รับการแนะนำเทคนิคในการจัดการกับผู้โดยสารเมื่อเกิดปัญหา จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเท	1	2	3	4	5


ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด 1				มาก ที่สุด 5
2	3		4			
32	<p><u>ได้รับการอธิบาย แบ่งปันข้อมูลอัพเดทหัวข้อ Safety และ Service จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเทมีใจ</u></p>	1	2	3	4	5


ส่วนที่3 แบบประเมินเกี่ยวกับความทุ่มเทใจต่อองค์กรของลูกค้าเรือ


ความทุ่มเทใจต่อองค์กร หมายถึง พนักงานทุกคนมีค่านิยม ความเชื่อและมีจุดมุ่งหมาย หลักเดียวกัน รวมถึงมีความสัมพันธ์อันดีและผูกพันกับบริษัท พนักงานรู้สึกเป็นส่วนหนึ่งของบริษัท โดยให้ความสำคัญกับประโยชน์ส่วนรวมของบริษัทเป็นหลัก

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
	ความทุ่มเทใจ	1	2	3	4	5
1) ความกระตือรือร้นในการทำงาน (Vigor)						
33	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกค้าสายการบิน full service ของประเทศไทย <u>กระตือรือร้น</u> ในการทำงาน	1	2	3	4	5
34	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกค้าสายการบิน full service ของประเทศไทย <u>ตื่นตัวเมื่อเผชิญกับปัญหาและแก้ไขได้</u>	1	2	3	4	5
35	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกค้าสายการบิน full service ของประเทศไทย <u>อารมณ์ดีและยินดีทำงานด้วยความสุข</u>	1	2	3	4	5
36	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกค้าสายการบิน full service ของประเทศ	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
	ความทุ่มเทมีใจ	1	2	3	4	5
	<u>ไทย ต้องการมีปฏิสัมพันธ์กับเพื่อนร่วมงาน และทำงานเป็นทีม</u>					
2) การอุทิศตนในการทำงาน (Dedication)						
37	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>ภูมิใจที่ทำงานกับองค์กร</u>	1	2	3	4	5
38	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>เต็มใจบริการผู้โดยสารโดยสูงสุดความสามารถ</u>	1	2	3	4	5
39	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>อาสาสมัครทำกิจกรรมให้องค์กร</u>	1	2	3	4	5
40	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>มีส่วนร่วมปกป้องชื่อเสียงขององค์กร</u>	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อย ที่สุด				มาก ที่สุด
		1	2	3	4	5
3) การซึมซับความรับผิดชอบที่มีต่อการทำงาน (Absorption)						
41	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศ ไทย <u>เกิดความผูกพันกับอาชีพและหน้าที่ที่ ได้รับมอบหมาย</u>	1	2	3	4	5
42	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศ ไทย <u>เกิดความทุ่มเทใจในการทำงานที่ได้รับ มอบหมาย</u>	1	2	3	4	5
43	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศ ไทย <u>มีความสุขและเพลิดเพลินกับทำงาน</u>	1	2	3	4	5
44	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศ	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
	ความทุ่มเทมีใจ	1	2	3	4	5
	<u>ไทยรู้สึกว่าการทำงานแต่ละวันผ่านไปอย่างรวดเร็ว</u>					
4) การพัฒนาประสิทธิภาพการทำงาน (Increased Job Performance)						
45	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>ต้องการศึกษา พัฒนาทักษะด้าน Safety อย่างต่อเนื่อง</u>	1	2	3	4	5
46	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>ต้องการฝึกฝน พัฒนาทักษะด้านกรบริการอย่างต่อเนื่อง</u>	1	2	3	4	5
47	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>ให้ความสำคัญต่อหน้าที่ที่ได้รับมอบหมาย</u>	1	2	3	4	5

ข้อ	ข้อความ	ระดับความคิดเห็น				
		น้อยที่สุด				มากที่สุด
	ความทุ่มเทมีใจ	1	2	3	4	5
48	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย <u>ต้องการพัฒนาทักษะด้านอื่นที่เป็นประโยชน์เพิ่มเติม</u>	1	2	3	4	5

ส่วนที่ 5 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงใน หน้าข้อความที่ท่านเห็นว่าเป็นจริงมากที่สุด

2. เพศ

ชาย

หญิง

3. อายุ

Gen Z เกิดปี 2536-ปัจจุบัน

Gen Y เกิดปี 2523-2535

Gen X เกิดปี 2508-2522

3. วุฒิกการศึกษา

ปริญญาตรี

ปริญญาโทหรือสูงกว่า

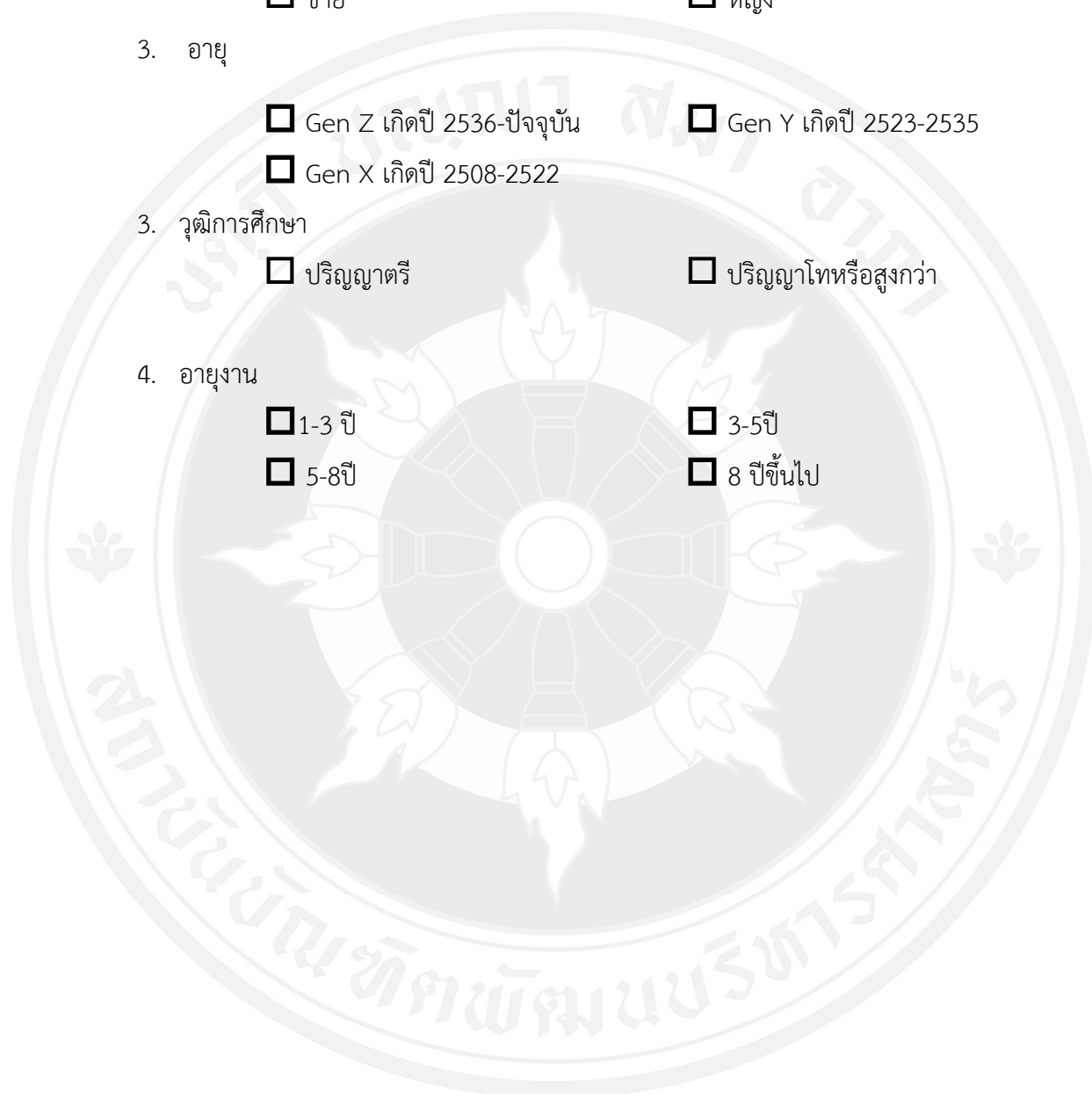
4. อายุงาน

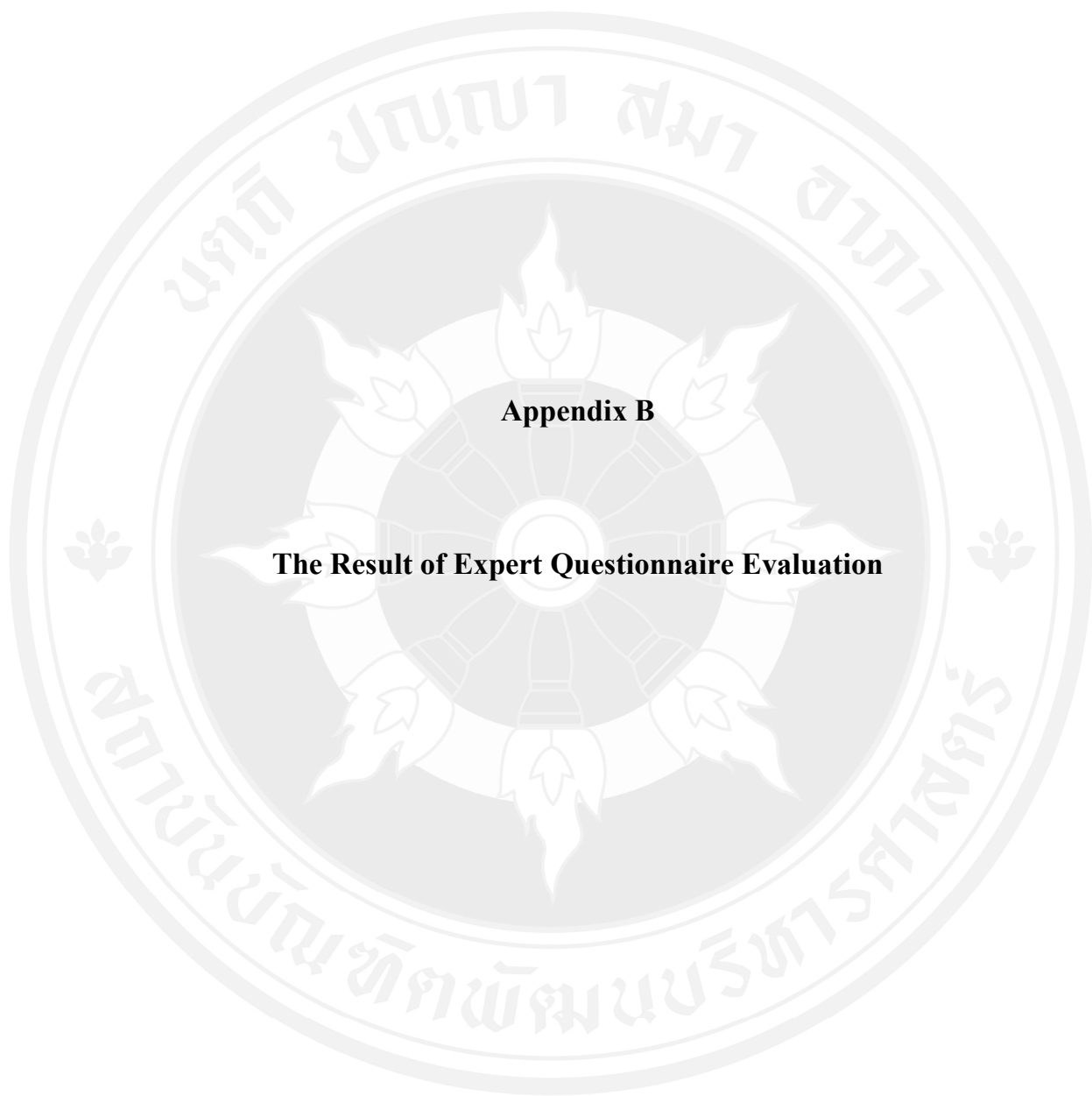
1-3 ปี

3-5ปี

5-8ปี

8 ปีขึ้นไป





Appendix B

The Result of Expert Questionnaire Evaluation

Item-Objective Congruence Results (English)

+1	The questionnaire is congruent
0	The questionnaire is uncertain with the congruence
-1	The questionnaire is not congruent

	Item	Expert Scores			Total	Mean
		1	2	3		
Part 1 The opinion on flight purser leadership characteristics						
	1) Moral Leadership					
1	Fairness would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
2	Attention towards cabin crew and colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
3	Respect for cabin crew and colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
4	Sacrifice would enable cabin crew of full-time airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
	2) Efficacy Leadership					
5	Knowledge and expertise in performing duties would enable cabin crew of full-service airline in Thailand to reap positive experience at work	0	+1	+1	2	0.667
6	Patience in performing duties would enable cabin crew of full-service airline in Thailand to reap positive experience at work	0	+1	+1	2	0.667

	Item	Expert Scores			Total	Mean
		1	2	3		
7	Skills and adaptation according to situations to effectively solve problems would enable cabin crew of full-service airline in Thailand to reap positive experience at work	0	+1	+1	2	0.667
8	Ability of prioritization to solve problems would enable cabin crew of full-service in Thailand to reap positive experience at work	0	+1	+1	2	0.667
	3) Mentoring Leadership					
9	Recognition of good relationship with colleagues would enable cabin crew of full-service airline in Thailand to reap positive experience at work	0	+1	+1	2	0.667
10	Guidance of clear working procedure would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
11	Assistance during work would enable cabin crew of full- service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
12	Purser provided independence to solve problems by oneself would enable cabin crew of full- service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
	4) Encourage Self Initiation Leadership					
13	Listening to colleagues with an open mind would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1

	Item	Expert Scores			Total	Mean
		1	2	3		
14	Pursers focus on warning rather than reporting on cabin crew would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	0	+1	2	0.667
15	Pursers promote creativity in service design would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
16	Pursers encourage and applaud creativity would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
	5) Idealized Influence Leadership					
17	Role model of behavior and good manners would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
18	Role model of dress code would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
19	Role model in decision-making would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
20	Role model to develop additional skills and knowledge would enable cabin crew of full-service airline in Thailand to reap positive experience at work	+1	+1	+1	3	1
Part 2 The opinion on Cabin Crew Work Experiences						
	1) Physical Experience					

	Item	Expert Scores			Total	Mean
		1	2	3		
21	Arrangement of appropriate rest for overnight and long-distance flights would ensure cabin crew of full-service airline in Thailand of its engagement	0	+1	+1	2	0.667
22	Appropriately assigned position, duty, and workload would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
23	Awareness of cabin crew safety during work would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
24	Awareness of cabin crew safety during overnight stay at different station would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
	2) Emotional Experience					
25	Opportunity to express opinions would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
26	Respect from colleagues would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
27	Warm and friendly working environment would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
28	Mutual assistance would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
	3) Learning Experience					

	Item	Expert Scores			Total	Mean
		1	2	3		
29	Explanation of working procedure that was correct and easy to understand would ensure cabin crew of full-service airline in Thailand of its engagement	+1	+1	+1	3	1
30	Feedback from work would ensure cabin crew of full-service airline in Thailand of its engagement	+1	0	+1	2	0.667
31	Technical guidance provided to manage passengers when problems arose would ensure cabin crew of full-service airline in Thailand of its engagement	0	+1	+1	2	0.667
32	Explanation provided, information sharing, update on Safety and Service would ensure cabin crew of full-service airline in Thailand of its engagement	0	+1	+1	2	0.667
Part 3 The opinion on Cabin Crew Engagement						
1) Vigor						
33	Good work experience would ensure cabin crew of full-service airline in Thailand of its enthusiasm at work	+1	+1	+1	3	1
34	Good work experience would ensure cabin crew of full-time airline in Thailand of its vigor when faced with problems and succeeded in solving them	+1	0	+1	2	0.667
35	Good work experience would ensure cabin crew of full-service airline in Thailand of its good humor and willingness to work	+1	0	+1	2	0.667
36	Good work experience would ensure that cabin crew of full-service airline in	+1	0	+1	2	0.667

	Item	Expert Scores			Total	Mean
		1	2	3		
	Thailand wanted interaction with colleagues and teamwork					
	2) Dedication					
37	Good work experience would ensure cabin crew of full-service airline in Thailand to be proud to work with the organization	+1	+1	+1	3	1
38	Good work experience would ensure cabin crew of full-service airline in Thailand to be willing to provide services to passengers to the best of ability	+1	+1	+1	3	1
39	Good work experience would ensure cabin crew of full-service airline in Thailand to volunteer in the organization's activities	+1	0	+1	2	0.667
40	Good work experience would ensure cabin crew of full-service airline in Thailand to participate in defending the organization's prestige	+1	+1	+1	3	1
	3) Absorption					
41	Good work experience would ensure cabin crew of full-service airline in Thailand to have strong tie with profession and assigned duty	0	+1	+1	2	0.667
42	Good work experience would ensure cabin crew of full-service airline in Thailand of its enthusiasm in assigned work	0	+1	+1	2	0.667
43	Good work experience would ensure cabin crew of full-service airline in Thailand to be happy and enjoy work	+1	0	+1	2	0.667

	Item	Expert Scores			Total	Mean
		1	2	3		
44	Good work experience would ensure that cabin crew of full-service airline in Thailand felt that time flied while working every day	+1	0	+1	2	0.667
	4) Increased Job Performance					
45	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to continuously study and develop skills on Safety	+1	0	+1	2	0.667
46	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to continuously undergo training and develop skills in service	+1	+1	+1	3	1
47	Good work experience would ensure that cabin crew of full-service airline in Thailand placed importance on assigned duty	+1	+1	+1	3	1
48	Good work experience would ensure that cabin crew of full-service airline in Thailand planned to develop other additional useful skills	+1	+1	+1	3	1

Item-Objective Congruence Results (Thai)

+1 หมายถึง ข้อคำถามหรือข้อความดังกล่าวมีความเหมาะสมหรือมีความตรงเชิงเนื้อหา

0 หมายถึง ไม่แน่ใจว่าข้อคำถามหรือข้อความดังกล่าวมีความเหมาะสมหรือตรงตามเนื้อหาหรือไม่

- 1 หมายถึง ข้อคำถามหรือข้อความดังกล่าวไม่มีความเหมาะสมหรือไม่มีความตรงเชิงเนื้อหา

	คำถาม ผู้ทรง	1	2	3	Total	Mean
		ส่วนที่ 1 แบบประเมินเกี่ยวกับคุณลักษณะผู้นำของเพอร์เซออร์				
	1) ผู้นำที่มีคุณธรรม (Moral Leadership)					
1	ความยุติธรรม ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
2	ความเอาใจใส่และดูแล ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
3	การให้เกียรติเพื่อนร่วมงาน ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
4	ความเสียสละ ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
	2) ผู้นำที่มีประสิทธิภาพ (Efficacy Leadership)					
5	การมีความรู้และมีความเชี่ยวชาญในการปฏิบัติงาน ของเพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	0	+1	+1	2	0.667

	คำถาม ผู้ทรง	คำถาม			Total	Mean
		1	2	3		
6	ความอดทนในปฏิบัติงานของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	0	+1	+1	2	0.667
7	การเอาชนะอุปสรรคและการแก้ปัญหาของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	0	+1	+1	2	0.667
8	การลำดับความสำคัญในการแก้ปัญหาของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	0	+1	+1	2	0.667
3) ผู้นำแบบพีเลี้ยง (Mentoring Leadership)						
9	การคำนึงถึงความสัมพันธ์ที่ดีต่อเพื่อนร่วมงานของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	0	+1	+1	2	0.667
10	การชี้แนะแนวทางขั้นตอนในการปฏิบัติงานที่ชัดเจนของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
11	การให้ความช่วยเหลือขณะปฏิบัติงานของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
12	เพอร์เซอร์ ให้อิสระในการแก้ปัญหด้วยตนเอง จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1

	คำถาม ผู้ทรง	คำถาม			Total	Mean
		1	2	3		
	4) ผู้นำที่ส่งเสริมการเริ่มต้นด้วยตนเอง (Encourage Self Initiation Leadership)					
13	<u>การรับฟังความคิดเห็นเพื่อนร่วมงานของ</u> เพอร์เซอร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดี ในการทำงาน	+1	+1	+1	3	1
14	เพอร์เซอร์ให้ความสำคัญกับการตักเตือน มากกว่าการการเขียน report ลูกเรือ ส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	+1	0	+1	2	0.667
15	เพอร์เซอร์ส่งเสริมการคิดริเริ่มสร้างสรรค์ใน <u>การออกแบบการบริการ</u> จะส่งผลให้ลูกเรือ สายการบิน full service ของประเทศไทย เกิด ประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
16	เพอร์เซอร์ให้กำลังใจและชมเชยกับความคิด <u>ริเริ่มสร้างสรรค์</u> จะส่งผลให้ลูกเรือ สายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ ดีในการทำงาน	+1	+1	+1	3	1
	5) ผู้นำที่เป็นแบบอย่างและสร้างแรงบันดาลใจ (Idealized Influence Leadership)					
17	<u>การเป็นแบบอย่างในการวางตัวและมารยาท</u> <u>ที่ดี</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือสายการ บิน full service ของประเทศไทย เกิด ประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
18	<u>การเป็นแบบอย่างที่ดีในการแต่งกายตาม</u> <u>กฎระเบียบ</u> ของเพอร์เซอร์ จะส่งผลให้ลูกเรือ สายการบิน full service ของประเทศไทย เกิด ประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1

	คำถาม ผู้ทรง	1	2	3	Total	Mean
		19	การเป็นแบบอย่างที่ดีในการตัดสินใจ ของ เพอร์เซออร์ จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดี ในการทำงาน	+1	+1	+1
20	การเป็นแบบอย่างที่ดีในการพัฒนาทักษะและ ความรู้เพิ่มเติม ของเพอร์เซออร์ จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย เกิดประสบการณ์ที่ดีในการทำงาน	+1	+1	+1	3	1
ส่วนที่ 2 แบบประเมินเกี่ยวกับประสบการณ์ที่ดีใน การทำงานของลูกเรือ						
1) ประสบการณ์ด้านกายภาพ (Physical Experience)						
21	จัดให้มีการ Rest ที่เหมาะสมในไฟล์ทข้ามคืน จะส่งผลให้ลูกเรือสายการบิน full service ของ ประเทศไทยเกิดความทุ่มเทมีใจ	0	+1	+1	2	0.667
22	ตำแหน่ง หน้าที่และปริมาณงานที่ได้รับ มอบหมายเหมาะสม จะส่งผลให้ลูกเรือสาย การบิน full service ของประเทศไทยเกิดความ ทุ่มเทมีใจ	+1	+1	+1	3	1
23	การคำนึงถึงความปลอดภัยของลูกเรือขณะ ทำงาน จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเทมีใจ	+1	+1	+1	3	1
24	การคำนึงถึงความปลอดภัยของลูกเรือขณะ ค้ำต่างสถานี จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทุ่มเทมีใจ	+1	+1	+1	3	1
2) ประสบการณ์ด้านอารมณ์ (Emotional Experience)						

	คำถาม ผู้ทรง	1	2	3	Total	Mean
		25	<u>การมีโอกาสดูความคิดเห็น</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	+1	+1
26	<u>การได้รับการเคารพจากเพื่อนร่วมงาน</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	+1	+1	3	1
27	<u>บรรยากาศการทำงานที่อบอุ่น เป็นมิตร</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	+1	+1	3	1
28	<u>การช่วยเหลือซึ่งกันและกัน</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	+1	+1	3	1
	3) ประสบการณ์ด้านการเรียนรู้ (Learning Experience)					
29	<u>ได้รับการอธิบายขั้นตอนการปฏิบัติงานที่ถูกต้องและเข้าใจง่าย</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	+1	+1	3	1
30	<u>ได้รับข้อติชมจากการทำงาน</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	+1	0	+1	2	0.667
31	<u>ได้รับการแนะแนวเทคนิคในการจัดการกับผู้โดยสารเมื่อเกิดปัญหา</u> จะส่งผลให้ลูกเรือสายการบิน full service ของประเทศไทยเกิดความทึ่งทึ่งใจ	0	+1	+1	2	0.667
32	<u>ได้รับการอธิบาย แบ่งปันข้อมูลอัพเดทหัวข้อ Safety และ Service</u> จะส่งผลให้ลูกเรือสายการบิน	0	+1	+1	2	0.667

	คำถาม ผู้ทรง	1	2	3	Total	Mean
		บิน full service ของประเทศไทยเกิดความทุ่มเท มีใจ				
ส่วนที่ 3 แบบประเมินเกี่ยวกับความทุ่มเทมีใจต่อ องค์กรของลูกเรือ						
1) ความกระตือรือร้นในการทำงาน (Vigor)						
33	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย กระตือรือร้น ในการทำงาน	+1	+1	+1	3	1
34	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ตื่นตัวเมื่อเผชิญกับปัญหาและแก้ไขได้	+1	0	+1	2	0.667
35	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย อารมณ์ดีและยินดีทำงานด้วยความสุข	+1	0	+1	2	0.667
36	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ต้องการมีปฏิสัมพันธ์กับเพื่อนร่วมงานและ ทำงานเป็นทีม	+1	0	+1	2	0.667
2) การอุทิศตนในการทำงาน (Dedication)						
37	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ภูมิใจที่ทำงานกับองค์กร	+1	+1	+1	3	1
38	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย เต็มใจบริการผู้โดยสารอย่างสุดความสามารถ	+1	+1	+1	3	1
39	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย อาสาสมัครทำกิจกรรมให้องค์กร	+1	0	+1	2	0.667

	คำถาม ผู้ทรง	1	2	3	Total	Mean
		40	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย มีส่วนร่วมปกป้องชื่อเสียงขององค์กร	+1	+1	+1
	3) การซึมซับความรับผิดชอบที่มีต่อการทำงาน (Absorption)					
41	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย รับ Flight บินเพิ่มทุกเดือน	0	+1	+1	2	0.667
42	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ทำงานในเที่ยวบินที่มีระยะไกลได้ รู้สึกว่า เวลาผ่านไปเร็ว	0	+1	+1	2	0.667
43	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย สามารถทำงานติดต่อกันหลายวันได้	+1	0	+1	2	0.667
44	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย เลิกพฤติกรรมการลาป่วยจากเหตุผลอันไม่ สมควร	+1	0	+1	2	0.667
	4) การพัฒนาประสิทธิภาพการทำงาน (Increased Job Performance)					
45	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ต้องการความก้าวหน้าในอาชีพ	+1	0	+1	2	0.667
46	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย ให้ความสำคัญต่อหน้าที่ที่ได้รับมอบหมาย	+1	+1	+1	3	1

	คำถาม ผู้ทรง	คำถาม			Total	Mean
		1	2	3		
47	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย <u>ต้องการฝึกฝน พัฒนาทักษะด้านการบริการ อย่างต่อเนื่อง</u>	+1	+1	+1	3	1
48	ประสบการณ์ที่ดีในการทำงาน จะส่งผลให้ ลูกเรือสายการบิน full service ของประเทศไทย <u>ต้องการพัฒนาทักษะด้านอื่นที่เป็นประโยชน์ เพิ่มเติม</u>	+1	+1	+1	3	1



Appendix C

Research Ethics Certificate of Approval

COA No. 2022/0008

Protocol ID No. ECNIDA 2022/0010



เอกสารรับรองโครงการวิจัย

Certificate of Approval

คณะกรรมการจริยธรรมการวิจัยในมนุษย์ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ขอรับรองว่าโครงการวิจัยตามที่ระบุ ด้านล่างได้ผ่านการพิจารณาจริยธรรมการวิจัยในมนุษย์ และได้รับการรับรองตามแนวทางหลักจริยธรรมการวิจัยในมนุษย์ที่เป็นมาตรฐานสากล ได้แก่ ประกาศเฮลซิงกิ แนวทางการปฏิบัติการวิจัยทางคลินิกที่ดี และรายงานเบลมอนต์

This is to certify that the research project identified below has received an approval on human research protection by the Ethics Committee in Human Research, National Institute of Development Administration, which is in full compliance with international guidelines of human research protection such as Declaration of Helsinki, CIOMS Guidelines, and the Belmont Report.

ชื่อโครงการ:	โมเดลสมการโครงสร้างของคุณลักษณะผู้นำของหัวหน้าพนักงานต้อนรับบนเครื่องบินที่มีอิทธิพลต่อประสิทธิภาพการทำงานของพนักงานต้อนรับบนเครื่องบินและความทุ่มเทใจที่มีต่อองค์กรของพนักงานต้อนรับบนเครื่องบิน: กรณีศึกษาสายการบินที่ให้บริการเต็มรูปแบบ (Full - Service) ของประเทศไทย
Project Title:	A Structural Equation Model of Flight Purser's Leadership, Cabin Crew Experience and Cabin Crew Engagement in the Context of a Full-service Airline in Thailand
ผู้วิจัยหลัก:	นางสาวสุทิสรา แก้วปู
Principal Investigator:	Miss Sutisa Kaewpoo
อาจารย์ที่ปรึกษา:	ผู้ช่วยศาสตราจารย์ ดร.โชคชัย สุเวชวินกุล
Advisor:	Assistant Professor Dr.Chokechai Suveatwanakul
สังกัด:	คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์
Affiliation:	Graduate School of Tourism Management, National Institute of Development Administration
ประเภทการพิจารณา:	การพิจารณาแบบเร่งด่วน
Type of Protocol Review:	Expedited Review

(ศาสตราจารย์ ดร.กัลยาณี เสนาสู)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ สถาบันบัณฑิตพัฒนบริหารศาสตร์
Chairperson of the Ethics Committee in Human Research,
National Institute of Development Administration

วันที่รับรอง: 10 กุมภาพันธ์ 2565
Approval Date: February 10th, 2022

วันหมดอายุการรับรอง: 9 กุมภาพันธ์ 2566
Expiration Date: February 9th, 2023

BIOGRAPHY

Name-Surname	Miss Sutisa Kaewpoo
Academic Background	Bachelor of Arts in English Business Communication Sripatum University, 2003 Master of Management (Integrated Tourism and Hospitality Management) National Institute of Development Administration, 2019
Experience	Cabin Crew at Bangkok Airways Public Company Limited, 2003 Cabin Crew Instructor and Cabin Crew Inspector at Bangkok Airways Public Company Limited, 2015-2018 Flight Purser at Bangkok Airways Public Company Limited, 2010-present

