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Cabin Socio-Work Conditions and Job Dedication of Flight Attendants

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This article highlights the effect of social and working conditions in the context of cabin on the job dedication of flight attendants. The study tests the effect of supervisor, peers, and passenger's behaviour as well as autonomy, job difficulty, and job stressors in the context of cabin on job dedication of flight attendants. The measures for constructs of the study have been adapted and tested for the specific context in the first place. Regression test has been conducted to estimate the effects for the significance. The results show significant relationship between the socio-work situation of cabin and job dedication of flight attendants. The findings are useful for HR practitioners to prepare flight attendants for unique situation as well as allow them resources to save frustrations during encounters with the passengers.

Keywords: Flight attendants; job autonomy; job dedication; job stressors; socio-work situation

1. INTRODUCTION

Flight attendants, as frontline employees, are considered important to provide satisfactory services to passengers. Job dedication is manifested in the service-oriented behaviour of the frontline employees. In the absence of favourable factors, frontline employees show quitting intentions, turnover, reasons for leaving (Chen & Chen, 2012; Jou, Kuo, & Tang, 2013; Karatepe & Eslamlou, 2017; Shehada, 2015) burnout, job stress and emotional exhaustion (Chang & Ju-Mei, 2009; Chen & Kao, 2012; Jou, Kuo, & Tang, 2013; Kim & Back, 2012). It is worthy to study the factors that affect the job dedication of attendants in a specific inflight socio-working environment that assumes the generic job and social variables as control variables.

There is less focus on the motivational aspects demonstrated by job dedication that goes beyond mere presence of work engagement and job performance as these don't necessarily demonstrate motivation. Fewer studies have considered service oriented behaviour as variable of interest (Tsai & Su, 2011). The construct of job dedication refers to "self-disciplined behaviour such as following rules, working hard, and taking the initiative to solve a problem at work" (Van Scotter & Motowidlo, 1996).

Factors like politics, emotional stability and leader-member exchange are considered as determinants of job dedication in the context of workers of private sector organisation (Johnson et al., 2017). It has also been studied for relation with the factors of character strength (Harzer & Ruch, 2014). The study suggests relationship between

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character strengths and job dedication among other dependent variables for employees from marketing, engineering, career counsellors and office workers.

Job dedication of municipal law enforcing officers has also been studied in the context of stressful job factors affecting job dedication besides job performance (Liu et al., 2013). Influence of transformation leadership style on job dedication of hotel employees was studied with assumption that such leadership style improves job dedication and pro-social behaviour (Gill & Mathur, 2007).

Although, the job dedication has been discussed along with job engagement and work engagement as higher level construct, but it has been scarcely investigated in service industries; more precisely in aviation industry. Moreover, the literature lacks does not offer a holistic model of relationship between job environments and job dedication in aviation industry.

Job dedication is visible through the service behaviour of particularly frontline employees. Flight attendants, like frontline employees of other service industries including hotels and banks are required to exhibit appropriate behaviour with an approach to take on all sorts of issues and come up with solutions through all situations encountered during flight in the cabin. The specific socio-work conditions of cabin offer unique resources and challenges that are assumed to determine the job dedication of flight attendants on board.

Flight attendants are frontline employees playing important role in delivering service and establishing brand promise (Erkmen & Hancer, 2015). The major concern of air industry is to provide resourceful environment to maintain required level of job dedication and thus ensure expected attitude and behaviour. This study empirically tests effect of socio-work factors on job dedication of flight attendants in the sky. The motivation is to gain insight in the inflight cabin environment that determines the work-oriented behaviour of the attendants. The following sections present the literature review about the theories and hypotheses, the methods to examine the hypothesis, results and conclusion.

1.1. Literature Review

The effects of perceived environments can be investigated by using Conservation of Resources (CoR) theory and Job Demand-Resource (JD-R) Model as underlining theoretical framework. The CoR explains the motivation of humans to retain and add more resources (Hobfoll, 1989). The effort is due to the fact that resources are the enablers to perform. JD-R refers to demands of a position and the resources at hand (Bakker & Demerouti, 2007). Flight attendants are in a specific situation with limited resources and challenging tasks. The two theories appropriately explain the inflight socio-work situation.

This study is underpinned by the theories of CoR and JD-R that suggest how the interest of the employees at work may be developed by the existing working conditions and how these conditions affect the feelings of the employees (Bakker & Demerouti, 2007; Bakker et al., 2003; Bakker, Demerouti, & Verbeke, 2004; Demerouti et al., 2001). These conditions represent existing job demands and resources of the work at hand.

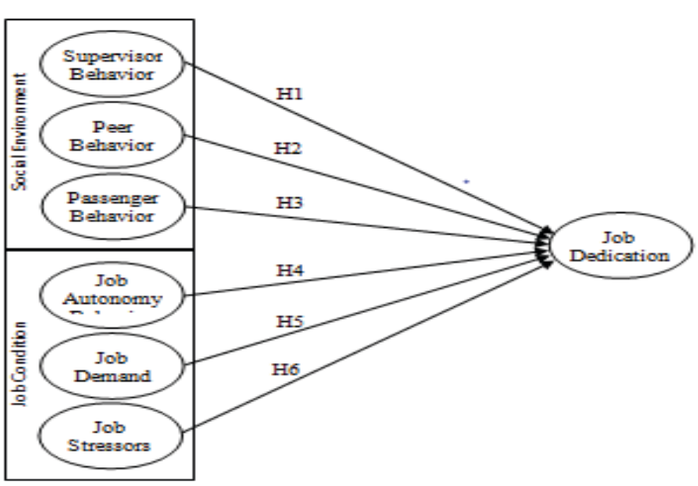
Job demands symbolise the distinctiveness of the job involved whereas the later one demonstrates the opportunities, appeasements, or favourable conditions wished by the employees to carry out their job. Job demands represent the physical or psychological endeavours (costs) sustained by the employees to tackle the certain grave nature or arduous stimuli at work and have the potential to injure or hurt the feelings of the workers. These may be in the form of physical tension or psychological strain faced by the employees at the work which may lead to burnout or exhaustion of the workers (Hockey, 1997).

Objects, personal characteristics, working conditions and energies are resources that an employee seeks and protects for one's own appeasements. JD-R model suggests that resources alleviate job demands and results into personal growth and goal achievement by the concerned employees.

By combining theory of CoR and JD-R model, the assumption is that favourable conditions in the form of supportive environments - social support and supportive working conditions for employees may result into desirable outcome of job dedication (Xanthopoulou et al., 2007). The framework of the study assumes that social support in the cabin, comprising of supervisor's behaviour, peer's behaviour, and passenger's behaviour, is positively related to job dedication of flight attendants. Job conditions include autonomy, demand and stressor of which job autonomy is in positive association with dedication whereas job demands & job stressors are in negative relation to dedication of cabin crew.

In order to study the influence of inflight social and working environment on job dedication the conceptual model is suggested in Figure 1. The model has seven latent variables and six relationships - hypotheses. The model includes the supervisor, colleagues and passengers forming the social environment. The working environment considers autonomy, nature of job, stressors. The two theories – CoR and JD-R justifies the inclusion of the factors in the model.

Fig. 1. Conceptual Model of the Study



Model Figure 1 suggests the link between job dedication and immediate supportive environments and job conditions of flight attendants. As depicted in the model, immediate environments include social environment and prevailing job conditions in the aircraft.

1.2. Hypotheses

Work environment is relevant to employee satisfaction. A study in service industry; food restaurant, has shown that the front-line employees may feel an increased job satisfaction when they are provided with supportive work environments. Such work environment results in increased productivity and improved work attitude of employees (Day & Bedeian, 1991). The construct of work involvement was discussed for front line employees as a perception about the dedication which they show for their jobs (Billings & Moos, 1982). As a result a work place is created where employees are more motivated and are willing to do more than just putting in their required time (James, James& Ashe, 1990). Supportive work environment, lessens the work stress and associated negative effects (Schaubroeck, Cotton& Jennings, 1989). Furthermore, it was emphasised that a dedicated workforce shows high satisfaction & performance in same supportive environment. This aspect points to the notion that how work environment affects employees performance (Babin & Boles, 1996). Behaviours of the supervisors, peers, and passengers constitute the social environment of cabin crew

1.3. Supervisor's Behaviour and Job Dedication

Job dedication assumes the aspects of self-disciplined and motivational behaviours of flight attendants and that they follow the rules, strive hard to accomplish their jobs, and take the requisite initiatives to resolve the issues (Motowidlo, 1996) inside the cabin, when the flight is in operation. A study concludes negative assciation between emotional exhaustion, abusive supervision and job dedication of an employee (Aryee et al., 2008). As a result, these may affect or mitigate the resources of the employees which ultimately end up in poor job dedication due to decreased attention or interest in their jobs. The relationship has been hypothesised as:

H 1: Supervisor's Behaviour (SB) is positively related to job dedication of flight attendants.

1.4. Peer's Behaviour and Job Dedication

It was argued that peer's non-cooperative behaviour during the job may result into a sense of vengeance among coworkers (Aryee et al., 2008) thatresults in arrogant behaviours and low level of job dedication.Supportive coworkers and supervisorsbehaviours act as job resources in the work place; and they have fundamental element of motivation to progress (Bakker & Demerouti, 2007). By fulfilling the necessary requirements of employees, this motivation may result into promotion of coworker's satisfaction and growth (Ryan, Connell & Deci, 1985). The other element of job resource is the apparent motivational function of the employees which ends up into extra role performance by the individuals. Consequently, the task is completed

successfully with a sense of certain achievements and increased job dedication (Hackman & Oldham, 1980). These results are according to process of motivational aspect of JD-R model and point towards relationship that coworker's support is a part of job resources of cabin crew which help them achieve their work related objectives (Xanthopoulou et al., 2008). The relationship has been hypothesised as:

H2: Peer's Behaviour (PB) is positively related to the job dedication of flight attendants.

1.5. Passenger's Behaviours and Job Dedication

The effect of increased number of passengers and their requests, termed as job crowding, on flight attendant's attitude and behaviour during the flight may result into emotional exhaustion (Karatepe & Choubtarash, 2014). Lesser the job crowding, greater would be the job dedication of flight attendants in that they would be able to deliver enthusiastically and willingly.The relationship has been hypothesised as:

H3: Passenger's Behaviour (CB) is positively related to job dedication of flight attendants.

The dimensions of job conditions include job autonomy, job demands, and job stressors in respect of cabin crew in this study.

1.6. Job Autonomy and Job Dedication

It is liberty of actions allowed by a job, self-rule and options to the staff of taking decisions for the arrangement of the work and authority to formulate their own procedures to accomplish their tasks (Hackman & Oldham, 1975). Job autonomy is considered as fundamental attribute of a job, as it makes the workers responsible in their deeds whether they succeed or fail. If the workers enjoy job autonomy, they start to believe that the results of job are because of their endeavours and not due to their supervisors' instructions. Resultantly, it creates a sense of motivation and satisfaction among the employees of the organisation and the requisite development of the worker starts (Cleavenger & Munyon, 2013).

Job autonomy also refers to support for working with free will, independence and authority to formulate their own judgments and conclusions about their work to be completed successfully (Dodd & Ganster, 1996; Hackman & Oldham, 1975; Park, 2016; Park & Searcy, 2012; Shirom, Nirel, & Vinokur, 2006).

Job autonomy has certain attributes like decentralisation of control and authority devolved from supervisors to subordinates, which help to mitigate disproportionate power among the employees, and lessen the likelihood of employees engaging in poor performance and domineering behaviour (Aryee et al., 2008). Consequently, a more dedicated behaviour can be observed by the employees. Contrarily, if there is lack of autonomy among the employees, then there would be a feeling of burden or overwork, anxiety and a declined quality of work (Jaworek & Dyląg, 2015). Based on the above literature and JD-R, the relationship has been hypothesised as:

H4: Job Autonomy (JA) is positively related to Job Dedication of flight attendants.

1.7. Job Demands and Job Dedication

Job nature as defined as the psychological perception of identification of the relevant jobs. The study concluded that higher the job nature in terms of value, the higher would be the job involvement of the individuals at work places (Davani, 2016). Another study, conducted in Philippines hotel industry, suggested that turn over intention is a crucial factor in organisational effectiveness and productivity (Saporna & Claveria, 2013). The study concluded that dimensions of job satisfaction were linked to intention to leave because of nature of the job obstacles in career development. The study defines the variable job demands as the presence of performance obstacles of flight attendants in the cabin while the flight is in operation. Based on JD-Rthe relationship has been hypothesised as:

H5: Job Demands (JDem) are negatively releted tojob dedication of flight attendants.

1.8. Job Stressors on Job Dedication

Job stressor (JS) has been defined as emotions and feelings of the workers expressed; and their bodily indications as a result of these emotions at a workplace (Binnewies, Sonnentag & Mojza, 2009; Liu et al., 2013). Findings suggested insignificant relation between job stressors and job performance as results showed (Jex, 1998). The study categorised the construct in aspect of challenge and hindrance stressors to get the appropriate results about the job stressors. A similar relationship was found between challenge stressors showing time constraints and intentional behaviours of the employees – deliberate actions to do their work in a better way (Borman & Motowidlo, 1993) which is similar to that of job dedication (Chen & Chang, 2005).

Workload, job complexity, new work environment, sudden events, and evaluation of performance are challenge stressors; whereas role stressors included conflict between employees, limitations of the organisation and hazards on the work places (Borman & Motowidlo, 1993). They suggested that the workers, who highlighted challenge stressors, demonstrated enhanced job performance. On the contrary, the employees signalling stressors demonstrated poor performance and low dedication and showed less organisational citizenship behaviour.

It was argued that job stressors had negative relationship with work performance of the employees with additional consideration that contradictions between employees also termed as interpersonal conflict had negative relationship with social support; whereas social support had positive impact on workload (Lu et al., 2010). Organisational citizenship behaviours are said to be comprised of interpersonal assistance and dedication (Van & Motowidlo, 1996). On the other hand, it was suggested that challenge stressors may not support facilitating behaviour, yet it is positively related to job dedication (LePine, Podsakoff, & LePine, 2005). A study concluded that hindrance stressors lead to low dedication and poor performance (Liu et al., 2013). Thus relationship has been hypothesised as follows to find the exact status:

H6: Job Stressors (JS) are negatively linked to job dedication of flight attendants.

2. METHODS

Simple random sampling of the respondents (flight attendants) was used in this empirical study to measure the effect of immediate social environments of the cabin during flight operation on job dedication of the crew. According to this sampling technique, every respondent had the equal opportunity to be selected in the sample and the respondents, including flight attendants, supervisors, and senior supervisors, were from domestic as well as international flights of the two airlines under study.

2.1. Population

According to civil aviation authority, there are approximately nine Pakistan based airlines operating domestically and internationally. For data collection purpose, two airlines were selected due to similar environment. Approval from concerned airlines authorities to carry out the study was sought through the senior pursers and flight attendants. Senior pursers and flight attendants of the airlines were contacted through email, the web-based survey for data collection. Pilot study was carried out to test validity and reliability of instrument. The modified questionnaire was distributed using internet and mobile to the targeted sample population of the airlines. A total of 350 respondents were contacted and online survey questionnaire was sent to respond to items on Likert's five-point scale. By the final date of data collection, 190 responses were received with 14 incomplete responses that were excluded. A total of 176 response were finally selected for further analysis and inferences. The ratio of respondents with respect to the two airlines was 114 and 62. Regarding sample size, minimum number of required cases shall be 10 of the number of mostly populated construct in a model or largest number of paths directing to variable (Lowry & Gaskin, 2014). The most populated construct is job dedication with 13 paths directing to it. Thus, it comes out to be 130 (10 time of 13 paths) while our collected responses of the concerned population are 176 cases. Thus, the sample size is adequate for running the model for statistical estimates.

2.2. Measures

The constructs of the model were operationalized from various sources and Likert's five-point scale was used to gauge the responses of flight attendants. Initially, the questionnaire had 64 items borrowed from different sources. The language of the items was modified to suit the context. Pilot study with 39 responses from flight attendants was carried out. The items failing validity and reliability and suggesting redundancy were eliminated. An error free, understandable and elaborative instrument with 33 items was finalised for full scale survey.

Items measuring job dedication illustrate making efforts, taking initiatives, persistence, and self-disciplined behaviours of flight attendants. To operationalize the construct of job dedication, twelve items were adapted (Van , Motowidlo & Cross, 2000), moulded the same in the context of the study and after pilot test seven items qualified for the questionnaire.

Supervisor's behaviour takes fifteen items adapted from literature (Aryee et al., 2007; Aryee et al., 2008 ; Dormann & Zapf, 1999) which included both the dimensions of positive as well as negative aspects of supervisor's behaviours. Supervisor's behaviour

was operationalized keeping in view the rude, abusive, biased behaviour as well as sympathetic, helping and supporting behaviours of flight attendants in the flight cabin of the aircraft. After pilot study four items were included.

Peer's behaviour was defined as the praising, sympathetic and supporting behaviours shown by the colleagues in the cabin with each other and the items were seven in numbers and were taken from literature (Van , Motowidlo, & Cross, 2000) and modified accordingly in the context. The construct passenger's behaviour was measured through five indicators by keeping in view both the dimensions i.e. negative and positive behaviours in the cabin with flight attendants while rendering their services.

Job autonomy considers looking at the facts; like authority and decision making process in the cabin, during flight operation and four items were adapted and modified fromDurcikova et al., 2011). Job demands was defined by looking at the aspects like performance obstacles, time constraints, the amount and intensity of work of flight attendants during the flight and seven items were adapted and modified fromGurses and Carayon, (2007). Similarly, the variable job stressors were defined by keeping in view the stressful situations of the work faced by flight attendants in rendering services to passengers.

2.3. Data Analysis

Structural equation modelling, a powerful statistical tool, has been employed to analyse causal bond among unobserved variables. The model comprises of reflective measurement models and causal model. The outer models are reflective as the indicators tends to be interchangeable (Jarvis, MacKenzie, & Podsakoff, 2003). For the limited sample size during pre-test, and the complexity of the model, PLS-SEM has been used for testing causal models (Hair, Ringle& Sarstedt, 2011). Smart PLS 2.0software was used to evaluate outer and inner models. The results are presented in the following sections.

The data screening involved finding and replacing of the missing data, handling of outliers, and normality tests were conducted. For evaluation of outer measurement model, factor loadings, cross loadings, Cronbach's Alpha and composite reliability were estimated to examine the convergent validity, discriminant validity and reliability (Hair, Ringle, & Sarstedt, 2011). The inner model was evaluated by estimating the R^2 besides the regression weights of causal paths. Further, significance was estimated through bootstrapping. To assess predictive relevance of exogenous constructs to endogenous variable, blindfolding was used to estimate the value of Stone–Geisser's Q^2. As the population was homogeneous; having only flight attendants, the heterogeneity test of FIMIX-PLS was not required.

3. RESULTS

The study followed confirmatory factors analysis (CFA) approach; where first analysis was conducted on determining the adequacy of the constructs involved in the study and then causal model was tested through partial least square structural equation modelling that maximises explained variance of the outcome variables (Hair, Ringle, & Sarstedt, 2011). For outer model, PLS SEM reflective measurement was used.

3.1. Outer Model Evaluation

After removing the items whose factor loadings were less than 0.5, a modified CFA was estimated to get the final picture of the results which were parsimonious as per the goodness-of-fit index. By running a bootstrap of the model, factor analysis was conducted.

Table 1

Matrix of Loadings and Cross Loadings for Reflective Items in the Model

	CB	JA	JD	JDEM	JS	PB	SB
CB1	**0.8801**	0.2965	0.5112	-0.2236	-0.1851	-0.238	0.4252
CB2	**0.8310**	0.2396	0.3697	-0.0576	-0.1677	-0.2014	0.4134
CB3	**0.8492**	0.3471	0.5043	-0.2873	-0.1278	-0.3937	0.525
JA1	0.32	**0.8680**	0.5756	-0.4406	-0.2244	-0.2988	0.516
JA2	0.3273	**0.8895**	0.4652	-0.2936	-0.1734	-0.1121	0.4203
JA3	0.2576	**0.8320**	0.3018	-0.0879	-0.1333	-0.1883	0.458
JA4	0.3067	**0.9120**	0.4969	-0.2447	-0.1644	-0.1463	0.5053
JD1	0.4333	0.3913	**0.6550**	-0.1539	-0.359	-0.045	0.3419
JD2	0.4795	0.4314	**0.7659**	-0.2742	-0.3088	-0.1917	0.5421
JD3	0.4097	0.4751	**0.7989**	-0.3722	-0.3018	-0.1333	0.3474
JD4	0.425	0.3797	**0.7970**	-0.4547	-0.249	-0.0981	0.4395
JD5	0.3326	0.3485	**0.7485**	-0.4722	-0.2893	0.0446	0.44
JD6	0.324	0.3943	**0.6743**	-0.409	-0.2068	-0.1144	0.4239
JD7	0.4575	0.4343	**0.7522**	-0.2669	-0.2267	-0.1139	0.4608
JDEM1	-0.2487	-0.3477	-0.3776	**0.7467**	0.3051	0.3142	-0.2921
JDEM2	-0.1819	-0.1228	-0.2504	**0.7264**	0.2343	0.0454	-0.1581
JDEM3	-0.1359	-0.2275	-0.4216	**0.7935**	0.2862	0.1118	-0.1603
JDEM4	-0.0347	-0.2265	-0.1058	**0.4607**	0.2177	-0.0942	-0.1121
JS1	-0.2764	-0.2585	-0.3347	0.3237	**0.7727**	0.1831	-0.2472
JS2	-0.1124	-0.0382	-0.1826	0.2102	**0.7523**	0.1932	-0.1177
JS3	-0.1054	-0.1498	-0.3859	0.3621	**0.7598**	0.3159	-0.2343
JS4	0.0291	-0.036	-0.1456	0.2244	**0.7112**	0.1527	0.0201
JS5	-0.1175	-0.1077	-0.1723	0.1091	**0.6475**	0.0509	-0.0409
JS6	-0.078	-0.212	-0.0914	0.1918	**0.4810**	-0.0151	-0.0449
PB1	-0.2625	-0.1934	-0.0983	0.2084	0.173	**0.8695**	-0.3992
PB2	-0.2333	-0.1057	-0.0535	0.1488	0.2923	**0.8362**	-0.2719
PB3	-0.2161	-0.0646	-0.0764	0.1188	0.2253	**0.7915**	-0.3
PB4	-0.0148	0.1099	0.0614	0.0826	0.18	**0.4807**	-0.0404
PB5	-0.2367	-0.1342	-0.0449	0.1289	0.2648	**0.7258**	-0.3234
SB1	0.3331	0.4027	0.4337	-0.3794	-0.1762	-0.4251	**0.7329**
SB2	0.41	0.4291	0.3833	-0.105	-0.0791	-0.2801	**0.7755**
SB3	0.425	0.4661	0.468	-0.1577	-0.1609	-0.363	**0.8391**
SB4	0.5087	0.4267	0.5243	-0.2082	-0.2373	-0.371	**0.8099**

In reflective measurement model, convergent validity was determined (theoretical relatedness of measures) by assessing the loadings of the construct's items. Importantly, the items loadings were substantial at 0.05 α level, as all t-values of each items were more than 1.96 except PB4 item (1.547). This shows that items of each construct are sufficiently related to the constructs.

Discriminant validity (distinguishing between constructs) of the indicators was determined of all constructs by using two approaches. The latent variable scores were correlated to the indicator variable. These factor loadings were strong enough (≥.70) except JD1 (.655), JD6 (0.6743), JDEM4 (0.4607), JS5 (0.6475), JS6 (0.481) and PB4 (0.4807) as in the Table1. The cross loadings were estimated; which says that correlation of a construct to respective items should be greater than with other constructs. For this, we found that the difference of cross loadings of each construct with other constructs was > 0.20.

Second technique was to find out AVE (average variance extracted), its square root and further to compare it with each inter-construct correlation (Fornell & Larcker, 1981).The AVE suggested discriminant validity for all the constructs items that helps deciding to retain or drop the items as in Table 2.

Table 2

Discriminant Validity AVE Correlation Matrix

Variables	AVE	√AVE	CB	JA	JD	JDEM	JS	PB	SB
CB	0.729	0.854	1						
JA	0.767	0.876	0.350	1					
JD	0.553	0.744	0.550	0.548	1				
J DEM	0.482	0.695	-0.237	-0.333	-0.465	1			
JS	0.483	0.695	-0.187	-0.205	-0.372	0.375	1		
PB	0.568	0.754	-0.333	-0.219	-0.125	0.197	0.262	1	
SB	0.625	0.790	0.536	0.545	0.579	-0.271	-0.214	-0.458	1

Reliability refers to consistency and stability of measures that is extent to which a scale produces same results over time. Composite reliability was assessed besides the measure of Cronbach's Alpha of each construct as shown in the Table 3; both were more than 0.70 showing strong internal consistency of each construct and indicating that all measures were reliable.

Table 3

Reliability of Reflective Constructs

	Composite Reliability	Cronbach's Alpha
CB	0.890	0.816
JA	0.929	0.901
JD	0.782	0.661
JDEM	0.896	0.864
JS	0.846	0.802
PB	0.864	0.880
SB	0.869	0.800

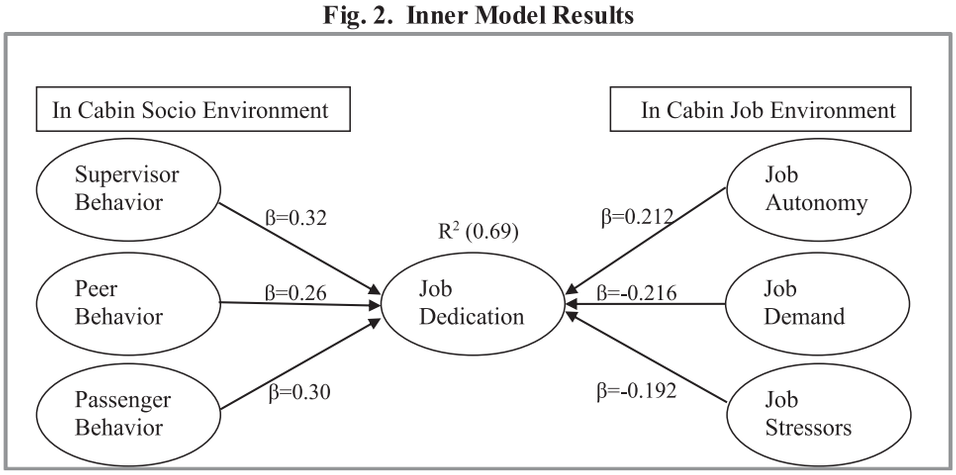
The outer model has convergent and discriminant validity showing that the constructs are measured by the indicator variables(Hair, Ringle, & Sarstedt, 2011). Similarly, the items are consistent in loadings on their factors. As the soundness of instrument has been established, the model was qualified for causal analysis (Jarvis, MacKenzie, & Podsakoff, 2003).

3.2. Inner Model Evaluation

Value of $R^2$and path coefficients (β) were assessed for significance for evaluation of causal model. Value of R^2 (0.69) of the endogenous latent variable's variance was found out to be in between moderate and substantial categories; which shows quite reasonable higher value to fit the data well. Beta coefficients (β) of each path of the model was assessed with the help of bootstrapping procedure.

Another evaluation of the structural model was its capability to predict the endogenous variable's items and Q^2 was estimated through blindfolding for the purpose. Q^2 appears as cross validated redundancy and communality. In case the value of cross validated redundancy for any specific endogenous construct is non-zero, its determinant variable displays predictive relevance.

Fig. 2. Inner Model Results



The results suggest model fit. Estimated model has path coefficients β value ranging between 0.000–1.00and the R^2 value as 0.69 of the endogenous constructs Fig. **2.** . Thereby, path coefficient (β) from SB to JD is 0.321 and for PB to JD is 0.263; whereas CB to JD is 0.305 and JA to JD is 0.212 with positive relationships respectively. On the other hand, JDEM and JS have 0.216 and 0.192 with negative relationships.

R^2 value of endogenous variable (dependent variable; DV) is 0.609 which indicates that the IVs (independent variables) included in the model are predicting DV (Job Dedication) up to 60 percent, while 40 percent as reasons due to factors other than the included ones.

All of the six hypothesised relationships are supported as shown in the structural model. H1, H2, H3 and H4 are positively related to dedication whereas H5 & H6 are negatively & significantly related to job dedication of flight attendants in cabin of the aircraft.

4. DISCUSSION

4.1. Conclusion

To conclude the specific inflight cabin environment offers unique situation where the social and working environment influences the job dedication of flight attendants. The flight attendants rely on the available resources to perform their job with extra effort and enthusiasm.

4.2. Discussion

As per the theory of conservation of resources (CoR) and job demand resource (JD-R); it was examined that all the variables which were represented as resources of the employees were positively and significantly related to job dedication of flight attendants. On the other hand, job demands, and job stressors were negatively related to and had significant impact on job dedication (Chen & Chang, 2005).But importantly, peer's behaviour among other four positive and significant hypotheses got the lowest rating indicating that relations of flight attendants with colleagues are the least to affect job dedication. Job autonomy comes out to be the second construct with the lowest ratings which demonstrates that it has weak relationship job dedication of flight attendants. Whereas, Cleavenger and Munyon (2013) suggests a stronger relationship between job autonomy and job dedication. This may be, because of the nature of the sample.

Surprisingly, job stressors and job demand among flight attendants are not prominent enough in these two given airlines. The relationship between job stressor and job dedication is as suggested by Jex (1998). Supervisor's behaviour and passenger's behaviour were relatively more significant as compared to peer's behaviour and job autonomy of the employees. In contrast to resources of employees; other variables like job demands and job stressors had negative but slightly low significance. Overall, the model confirms the relationship between the job dedication and its determinants.

4.3. Implications

The research model predicts that there are some other factors besides the six variables studied that influence job dedication of flight attendants in the cabin. The results suggest that organisational theorists should recognise the effect of the study variables on job dedication of flight attendants. Our study suggests to the management of airlines where to focus on and devise some strategies to handle or mitigate the negative impact of peer's behaviour and job autonomy on job dedication of flight attendants during the flight operation. Peer's behaviours and job autonomy points towards special considerations by the management; where they can use different techniques to bring about desirable behaviours or outcomes by the pursers inside the cabin.

4.4. Limitations and Future Research Directions

A major characteristic of the study is that it self-reported, as the job dedication of flight attendants was rated by them. This study can be triangulated by asking the passengers to rate the job dedication of flight attendants.

It would be interesting to assess whether the attendants in the cabin are strongly influenced by the immediate environment rather than the generic job, family and social factors.

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