

# Four Key Factors of Job Performance of Air Customer Service Personnel in An Airline in Sri Lanka

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## **Abstract**

*An empirical survey study was carried out by focusing on four key factors of job performance of air customer service employees or cabin crew of an airplane in an airline. The four key factors were attitude about customers, agreeableness, competencies, and pay-for-performance which were selected from a previous study done in Sri Lanka by the authors of this study. The objectives of this study were to investigate whether attitude about customers, agreeableness, competencies, and pay-for-performance significantly and positively relate to job performance of the cabin crew on customer service of an airplane in an airline; and to investigate whether these four factors have a significant joint impact on their job performance. The respondents were cabin managers who worked as cabin crew members' supervisors. The questionnaire was given to 100 cabin managers who were in the population but only 56 completed questionnaires were used for the primary data collection. The empirical findings revealed that job performance of the cabin crew on customer service of an airplane in an airline is positively and significantly related to the three factors, and not related to one factor, i.e., pay-for-performance. Further these four factors could make a positive and significant combined effect on the variability of job performance of cabin crew members.*

**Key Words:** Agreeableness, Airline, Attitude about Customers, Cabin Crew, Competencies, Job Performance, Pay-for-Performance

## Introduction

Survival and growth of any organization heavily depends on job performance of its employees. According to a generic model of Human Resource Management (HRM) proposed by Opatha (2021) job performance is a key HRM outcome which is influenced by 18 HRM functions of five HRM fields. Szilagy (1981) asserts that job performance is the key dependent or predicted measure of management and it serves as the vehicle for judging the effectiveness of individuals, groups, and organizations. As a nation we need to build a workforce that performs, and is productive (Rotundo, 2002). An organization cannot perform more than its employees perform (Arulrajah and Opatha, 2012). Job performance is one of the most extensively researched phenomenon and summation of individual performance makes organizational performance or business performance (Ramawickrama, Opatha, and PushpaKumari, 2017). Opatha and Rathnayake (2018, p. 37) write: *“Little research has been done with regard to determinants of job performance of air employees working in an airline, which is an organization that provides aircraft services for passengers and goods in Sri Lanka, perhaps in Asia. In particular it reveals a gap in the empirical knowledge of the determinants of job performance of the Cabin Crew on customer service of an aircraft in airline industry in Sri Lanka indicating a contextual gap in research too. In addition, there is an intellectual curiosity to know factors and major factors which determine or contribute to job performance of the Cabin Crew on customer service of an airplane in an airline that is a key organization for socio-economic development of Sri Lanka.”* Having mentioned the research gaps so, they conducted a desk research and a preliminary empirical study by using the Nominal Group Technique (NGT) to identify determinants of job performance of cabin crew on customer service of an aircraft. In this study 14 factors as determinants of job performance of the Cabin Crew on customer service of an airplane were finalized as per the perception of 08 different stakeholders including 2 Managers (Head of Service Delivery and Manager In-Flight Services Delivery), 2 Cabin Managers, 2 Flight Stewardesses, and 2 Customers (Executive Director and Lawyer). 8 factors were identified as major determinants by using the NGT (10 personnel) and they were attitude about customers, agreeableness, competencies, pay-for-performance, job involvement, organizational commitment, work-family balance, and job satisfaction. This study was based on four factors from the 08 major factors under the above study. These factors are attitude about customers, agreeableness, competencies, and pay-for-performance. In this study Air Customer Service Personnel are a special type of employees working in an airline and they are critical to achieve the goal of customer satisfaction in the airline. They are indeed Cabin Crew on customer service. Alternatively, they are Aircrew. As far as this paper is concerned, ‘Cabin Crew’, ‘Cabin Crew Members’, ‘Aircrew’, ‘In-Flight Customer Service Employees’, and ‘Air Customer Service Personnel’ are used interchangeably.

## Research Questions and Objectives

A systematic attempt was made to find answers for the following research questions:

1. Do attitude about customers, agreeableness, competencies, and pay-for-performance significantly and positively relate to job performance of the Cabin Crew on customer service of an airplane in an airline?
2. Do attitude about customers, agreeableness, competencies, and pay-for-performance have a significant and positive joint impact on job performance of the Cabin Crew on customer service of an airplane in an airline?

Two objectives which are consistent with the above mentioned two questions were established to achieve the purpose of finding systematic answers:

1. To investigate whether attitude about customers, agreeableness, competencies, and pay-for-performance significantly and positively relate to job performance of the Cabin Crew on customer service of an airplane in an airline.
2. To investigate whether attitude about customers, agreeableness, competencies, and pay-for-performance have a significant and positive joint impact on job performance of the Cabin Crew on customer service of an airplane in an airline.

### **Conceptualization of Variables**

Conceptualisation is the process through which we specify precisely what we will mean when we use particular terms (Babbie, 1986). Further according to Babbie (1986) in order to avoid disagreement and confusion over what a term really means, the scientist specifies a working definition for the purposes of the inquiry. Working definition will allow the researcher to work on the research question to achieve the research objective (Babbie, 1986; Opatha, 2003).

### **Job Performance of the Cabin Crew**

According to Hunter (1986) job performance is the single outcome of an employee's work. Campbell (1990) gives a more behavior-related definition, and it includes behaviours or actions that are relevant to the goals of the organization. Bernardin and Russell (1993) define job performance as the record of outcomes produced on a specified job function or activity during a specified time period. According to them, it is a record and it has a particular period of time. According to Viswesvaran and Ones (2000) job performance is defined as scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. They highlight actions which can be measured on a scale. Of course, it is indispensable that job performance is measured not only for research purpose but also for managing people at work and the organization as a whole. Griffin, Neal, and Parker (2007) consider job performance as a construct that includes the summation of certain behaviours because they have defined it as the sum of behaviours of employees. Job performance is the contribution that individuals make to the organization that employs them (Stewart and Brown, 2014). These two authors emphasize that an organization's employees as individuals must perform in the way that contributes to their organization. One of the authors of this research paper defines job performance as the extent to which duties and responsibilities have been carried out (Opatha, 2015), and the

same author and another two authors (Ramawickrama, et al, 2017) present a more comprehensive definition of job performance, i.e., the extent to which the employee has shown his or her traits, engaged in behaviours and produced results which are appropriate to task performance, and has engaged in citizenship performance and counterproductive performance during a particular period of time. Having used the same references Opatha and Rathnayake (2018, p. 39) write: *“Thus, job performance includes traits or qualities possessed by the employee, actions or behaviours done or engaged by the employee, and the results produced by the employee. Whatever may be the definition of job performance it is generally very important for the employee’s effectiveness, his or her team’s effectiveness, and overall effectiveness of the organization where he or she works.”*

Cabin Crew is a group of employees who work in the cabin which is an area inside an aircraft and it is a place where passengers sit, and they engage in serving the passengers. They are critical for an airline that has customer satisfaction as a major goal. ‘In-Flight Service’ is given by them and it is being increasingly viewed as a competitive marketing strategy to achieve creation of new customers as well as keeping old customers. Job performance includes how well and how far these employees have carried out their duties of the job within a particular period of time. Mainly they are supposed to look after the passengers in the particular aircraft. The working definition for job performance is: *the extent of traits possessed by the in-flight customer service employee, actions done or behaviours engaged by him or her, and results produced by him or her.*

### **Attitude about Customers**

In order to get a right meaning of attitude which is indeed an abstract concept, a definition given by Umstot (1984) is very useful. He defines attitude as a tendency to react in a favourable or unfavourable way toward some object, person, group, or idea. Here person is applicable as customers are persons. The definition given by Luthans (2008) also is useful for right conceptualization of the concept of attitude about customers. The definition is: an attitude is a persistent tendency to feel and behave in a particularly way toward some object. In view of Dunham (1984) an attitude has three components, i.e., cognitive (beliefs), affective (feelings or liking or disliking), and behavioural (intention to behave). Thus, the working definition for attitude about customers is *the degree to which an in-flight customer service employee believes the customer, feels about the customer interestingly and intends to behave towards the customer positively.*

### **Agreeableness**

Agreeableness is one of the 'Big Five' Personality Traits (Luthans, 2008). It is the extent to which individuals are cooperative and warm (highly agreeable) versus cold and belligerent (highly disagreeable) (Greenberg and Baron, 2007). Agreeableness is an abstract, higher level summary term for a set of relationship-related characteristics. Soto (2018, P.5.) writes: *“Agreeableness is associated with a number of affiliative and prosocial outcomes. For example, highly agreeable individuals tend to be better liked by their peers, and their close relationships tend to be more stable and satisfying. They generally prefer social occupations and are more*

*likely to hold religious beliefs, perform volunteer work, and serve in community leadership roles. Agreeable individuals are also less likely to engage in criminal behavior.”* Those with high agreeableness tend to be more effective in stressful situations (Luthans, 2008). According to Robbins and Judge (2013), agreeableness refers to an individual's propensity to defer to others. This means that an employee accepts others' opinion or does what others want him or her to do (may be that even though he or she does not agree with). Further they mention that highly agreeable people are cooperative, warm, and trusting; and people who score low on agreeableness are cold, disagreeable, and antagonistic.

In Sri Lankan context, we are generally a hospitable nation and the characteristics such as 'considerate', 'warm', 'caring' 'good-natured', and 'empathetic' signify the meaning of 'FRIENDLINESS', which is inherent in Sri Lankan hospitality. Hospitality is a main value of Sri Lankan national culture and it means being friendly to strangers, relatives and friends who come to your home and treat them properly (Opatha, 2015). Thus, the working definition for agreeableness is *the degree to which an in-flight customer service employee becomes cooperative, warm, caring, good-natured, and courteous to the customer.*

### **Competencies**

Competency is defined as “An individual’s capability or ability of performing a certain task or a role or a job successfully” and an individual needs a set of competencies in order to be excellent on the job (Opatha, 2007; Opatha, 2009). Martina, Hana, and Jiří (2012, p. 131) conceptualize: “Competency is a commonly used term for people’s asserting of their working potential in real activities. At present, there are many definitions of this term. In principle, there are two main meanings on which individual definitions of competencies are generally based. The first characterises competencies as a power and a scope of authority associated with a certain person or body. The second meaning of competencies refers to the capacity, i.e. abilities to perform a certain activity, to have certain general and specific characteristics and skills, to be qualified in the given area. Generally it can be said that it is a set of specific knowledge, abilities, skills, traits, motives, attitudes and values essential for the personal development and successful participation of each person in an organization.” Thus, according to Martina et al (2012), there are two meanings of the term ‘competency’, and first meaning considers it a power and a scope of authority of a person and the second meaning considers it as a capacity. Their general meaning is broad and accordingly ‘competence’ is a set of specific knowledge, abilities, skills, traits, motives, attitudes and values essential for the personal development and successful participation of each person in an organization. Martini, Supriyadinata, Sutrisni, and Sarmawa (2020) considered knowledge, skill, and attitude under work competence in their empirical study. Dervenis, Fitsilis, and Latrellis (2021) used the definition of competence given by ESCO (the multilingual classification of European Skills, Competences, and Occupations) and it is: the proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development. This definition includes knowledge, skills, and personal, social and/or methodological abilities.

Like any other job, the job of a cabin crew member is also required to possess a set of skills to perform. In fact, it needs a 'multitude' of competencies due to the nature of the job. As their primary duty, they are responsible for the 'safety' of the passengers travelling in the aircraft and safe evacuation and ensure rescuing them by the authorized rescue parties in case of an emergency. Other tasks include serving meals and drinks to the customers, providing care and performing formalities of documentation. The primary aspect of the job of a cabin crew member in facilitating these services for the passengers is called 'customer service'. In relevance to the cabin crew, such 'aptitudes' which complement as essential ingredients for the competencies are acquired by continuous performance on the job over a period of time and can be stated as 'Experience' as well. Thus, our working definition for competencies is *the degree to which an in-flight customer service employee has knowledge, skills and experience in order to perform the job successfully.*

### **Pay-for-Performance**

Pay that varies with some measure of individual or organizational performance is pay-for-performance (Milkovich, Newman, and Gerhart, 2011). According to Stewart and Brown (2014) pay-for-performance refers to the practice of allocating pay so that better performers receive more than low performers. Under pay-for-performance it suggests not to reward all employees in the same way (Opatha, 2019). Szilagyi (1981) observes that rewarding everyone in the same way reinforces poor or average performance and ignores high performance. Employees naturally pursue outcomes that are mutually beneficial to themselves and the organization when rewards are connected to performance (Noe, Hollenbeck, Gerhart, and Wright, 2007). Alternatively pay-for-performance is called incentives which have three types of plans, i.e., individual plans (piecework, standard hour plan, bonus, merit pay, lump-sum merit pay etc), team plans (team incentive plan, gainsharing incentive plans, etc), and organizational plans (profit sharing, stock options, etc) (Opatha, 2009). The working definition for pay-for-performance is *the degree of availability of incentive plans used by the organization at individual, group, and organizational levels.*

### **Research Model**

Attitude about customers refers to the degree to which an in-flight customer service employee believes the customer, feels about the customer interestingly and intends to behave towards the customer positively. The attitude of the cabin crew about the customers is a significant factor for the positive engagement in the in-flight service, as any other service-related job in the service industry. The knowledge about the customer (passenger profile) leads a crew member to gain a proper understanding of the customer. The emotional component involves the crew member's feelings or effect positive, neutral or negative about the customer. The behavioural component consists of the crew member's tendencies; which could be the outcome of the previous 02 dimensions or components to behave in a particular manner towards the customer. When a cabin crew member has a positive attitude about customers, he or she engages in actions that will lead to customer service and satisfaction. Positive attitude results in positive job performance. The employee's negative attitude about customers is argued to result in low motivation and

loafing which are two factors related to the employee contributing to ineffective performance (DuBrin, 2000). It was found through the NGT (first rank) that attitude about customers is one of the most important determinants of job performance of the cabin crew (Opatha and Rathnayake, 2018). Hence, positive attitude about customers of cabin crew members is assumed to positively relate to their job performance. Thus, the first hypothesis of the study is formulated as follows:

*H1: Positive attitude about customers of cabin crew members significantly and positively relates to their job performance.*

Agreeableness refers to the degree to which an in-flight customer service employee becomes cooperative, warm, caring, good-natured, and courteous to the customer. Agreeableness is positively related to the interpersonal aspects of work (e.g., getting along well with others) (Greenberg and Baron, 2007). It was empirically found that agreeableness is a significant predictor of job performance (Tett, Jackson, and Rothstein, 1991). Agreeableness was positively related to participants' management performance (Rothmann and Coetzer, 2003). Cabin crew members are supposed to work as a team. Bradley, Baur, Banford, and Postlethwaite (2013) proposed that the harmonious natures of agreeable people lead to better communication and cohesion among teammates, which ultimately translates into better team performance. It was found through the NGT (second rank) that agreeableness is one of the most important determinants of job performance of the cabin crew (Opatha and Rathnayake, 2018). Hence, it is hypothesized that:

*H2: Agreeableness of cabin crew members is positively and significantly related to their job performance.*

Competencies refer to the degree to which an in-flight customer service employee has knowledge, skills and experience in order to perform the job successfully. According to the general theory called Ability, Motivation, and Opportunity (AMO) theory, ability is a major determinant of job performance (Boxall and Purcell, 2003; Arulrajah and Opatha, 2021). Through the NGT (third rank) competencies of cabin crew is one of the most important determinants of the cabin crew (Opatha and Rathnayake, 2018). Ability represents competencies. When cabin crew members have right competencies, they will be able to perform the relevant duties of customer service. The competencies enable cabin crew members perform their job successfully. Thus, it is hypothesized:

*H3: Competencies of cabin crew members and their job performance are positively and significantly related.*

Pay-for-performance refers to the degree of availability of incentive plans used by the organization at individual, group, and organizational levels. Pay-for-performance makes employees to work more in order to earn more because it is linked with pay received by employees. Job performance determines the pay amount of the employee under a pay-for-

performance system. Employees' salaries or wages linked to their job performance drive them to increase job performance if they want to increase their salaries or wages. Incentive pay has a clear performance-reward connection (Noe et al, 2007). It has been shown that an employee who is rewarded for good performance will be more likely to continue performing well than one who is not so rewarded (Cumming, 1988; Schuler, 1998). When incentive plans are not available all employees receive the same pay levels and hence there is no serious motivation to increase job performance. But when they are available, employees become motivated to increase their job performance. Through the NGT pay-for-performance was found as the fourth ranked determinant of job performance of the cabin crew (Opatha and Rathnayake, 2018). Fourth hypothesis of this study is formulated and it is:

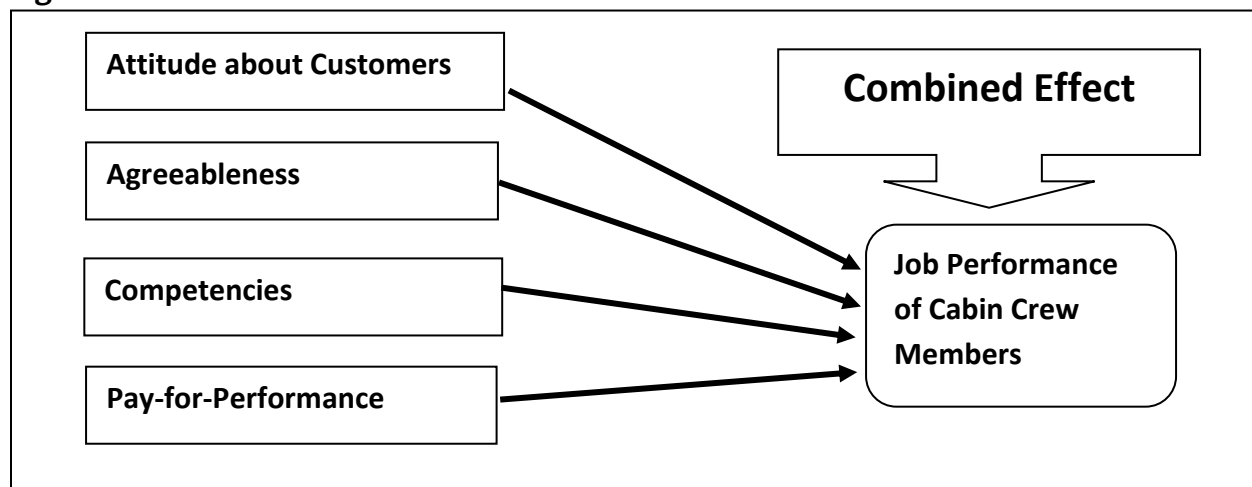
*H4: High degree of availability of incentive plans for cabin crew members in the organization has a significant and positive association with job performance of cabin crew members.*

Combined influence of the above variables on job performance of cabin crew members refers to simultaneous effect of the four variables on job performance (adapting from Opatha, 2005). Attitude about customers, agreeableness, competencies, and pay-for-performance are labelled as the independent variables and job performance is labelled as the dependent variable. It is argued that these four independent variables will have a significant positive joint impact on the job performance of cabin crew members. Based on this argument, the final hypothesis, i.e., fifth one is as follows:

*H5: Attitude about customers, agreeableness, competencies, and pay-for-performance will make a positive and significant combined effect on the variability of job performance of cabin crew members.*

Figure 1 shows the schematic diagram of the research model under the study.

**Figure 1. Research Model**





## Method

### Research Design Decisions and Sampling

The principles of research design set out by Sekaran and Bougie (2010) were applied to generate a good direction under the method of this study. Purpose of the study is hypothesis testing as the study had five hypotheses to be tested. Type of investigation was correlational as the study was conducted to establish the four factors associated with job performance. Extent of researcher interference with the study was minimal as the study was done without manipulation or controlling the relevant variables. Consequently, study setting was noncontrived. Unit of analysis was individual as the study gathered data from each individual (manager of cabin crew) and treated each one's response as an individual data source. Time horizon was cross sectional as the study data were collected just once.

Population of the study included all the cabin managers who were about 100 in the particular airline in which the study was done. They supervise cabin crew members and therefore they have the opportunity of knowing job performance of cabin crew members and other factors relating to their job performance. According to the company procedures, the cabin manager is empowered to represent the management and provide the leadership together with 03 supervisors and 08 flight attendants in a wide body aircraft and 01 supervisor and 04 flight attendants in a narrow body aircraft. Thus, as the 'team leader' the cabin manager is in a position to assess the job performance of the entire cabin crew (subordinates) on the flight. The 'expertise' of these cabin managers was helpful in obtaining an unbiased response on the job performance of the cabin crew. They were asked to think of the subordinates whom they had supervised in the recent past on their flight duties and give a general review on the factors tested in the questionnaire. There was no sampling as all the cabin managers were given with the questionnaire to complete.

### Measures

**Job performance of cabin crew members:** This dependent variable was operationalized into three dimensions such as traits, behaviours, and results (Opatha, 2002). Seven questions were developed to cover the three dimensions and responses were elicited on a 5-point Likert scale. Three sample questions are (1) In general, 'initiation' of my subordinates is very high; (2) Attendance and punctuality of my crew are at a very high level; and (3) 'quality' of the work performed by my subordinates is very good. Values of 5, 4, 3, 2, and 1 were given to the responses having considered the direction of the question items.

**Attitude about customers:** This independent variable was operationalized into three dimensions such as beliefs, feelings, and intention to behave (Dunham, 1984). Six questions were developed to represent the three dimensions and the instrument had the Likert scale (5 points) to elicit responses. Three sample questions are (1) My crew believes that 'the customer is the king'; (2) My subordinates always express positive feelings to the customers; and (3) I observe that my subordinates have no intention to interact with the customers positively. According to the direction of the question items (whether positive or negative) values of 5, 4, 3, 2, and 1 were given to the responses.

**Agreeableness:** Operationalizing of this independent variable resulted in six dimensions and they include cooperative, warm, caring, good-natured, courteous, and trusting (Greenberg and Baron, 2007; Robbins and Judge, 2013). To represent these six dimensions 13 questions were developed. The Likert scale (5 points) was applied to get responses. Three sample questions are (1) 'compassion' to the customers is rarely shown by my crew; (2) Offering 'extra help' and 'alternatives' by my crew if the demands cannot be met is rarely seen; and (3) My subordinates always execute the 'promises' they make to the customers. Depending on whether the question items are positive or negative, points of 5, 4, 3, 2, and 1 were given to the responses.

**Competencies:** Operationalizing of this independent variable was done according to the literature (Opatha, 2007; Opatha, 2009; Martina et al, 2012; Martini, et al, 2020; Dervenis, et al, 2021) and three dimensions were considered. They include knowledge, skills, and experience. There were 6 questions formulated to cover the three dimensions and the instrument had five points Likert scale from 'Strongly Agree' to 'Strongly Disagree' to get responses. Three sample questions are (1) My subordinates are highly knowledgeable in their job functions; (2) My crew always displays a high level of skills in their duties; and (3) The 'experience' of the majority of my crew members is inadequate. Points of 5, 4, 3, 2, and 1 were given respectively to the responses of the positive question items and wise versa for the negative question items.

**Pay-for-performance:** This is the fourth independent variable under the study and it was operationalized into three dimensions such as individual plans, team plans, and organizational plans (Opatha, 2009; Szilagyi, 1981; Noe, Hollenbeck, Gerhart, and Wright, 2007). The instrument was 6-item 5-point Likert scale. Three sample questions are (1) The organization has a practice of giving incentives to individual performance; (2) There are incentives to recognize team performance; and (3) Profit sharing (certain percentage of the net profits) with all the employees in the organization is being practiced. The relevant points given to responses were 5, 4, 3, 2, and 1, and they were given depending on the positive or negative nature of the question items.

### **Reliability and Validity of the Instruments**

The test-retest was performed to estimate the external reliability by using 10 cabin managers with a two-week time interval between the two administrations. The test-retest coefficient values for the instruments measuring job performance, attitude about customers, agreeableness, competencies, and pay-for-performance were more than 0.8. The Cronbach's coefficient alpha values were used in order to test the internal reliability of the instruments. The alpha values for all the instruments were more than 0.7. An examination of all the question items developed for each instrument revealed that they do look like measuring what it intends to measure. This ensured the face validity. All the instruments included an adequate and representative set of question items which tap the constructs. This ensured the content validity.

### Testing of Hypotheses

Five alternative hypotheses were formulated for the purpose of testing. The relevant null hypotheses are (1) NH for H1: Positive attitude about customers of cabin crew members does not relate to their job performance; (2) NH for H2: Agreeableness of cabin crew members is not related to their job performance; (3) NH for H3: Competencies of cabin crew members and their job performance are not related; (4) NH for H4: High degree of availability of incentive plans for cabin crew members in the organization has no significant association with job performance of cabin crew members; and (5) NH for H5: Attitude about customers, agreeableness, competencies, and pay-for-performance will make no significant combined effect on the variability of job performance of cabin crew members.

In order to test the acceptance or rejection of the hypotheses from 1 to 4, Pearson's Product Moment Correlation was used. Because a 95% confidence level was desired, the significance level was .05. Because the hypotheses were directional, one-tailed test was used. The results of the correlation tests of the four variables are given in Table 1.

**Table 1. The Pearson Correlation Matrix**

Variables	Correlation Coefficient	Sig. (1-tailed)	N
Attitude about Customers and Job Performance	.458**	.000	56
Agreeableness and Job Performance	.652**	.000	56
Competencies and Job Performance	.463**	.000	56
Pay-for-Performance and Job Performance	.063	.324	56

According to Table 1, the correlation coefficients for attitude about customers and job performance, agreeableness and job performance, and competencies and job performance were positive and significant at  $p < .01$ . The coefficient values were highly significant. Thus, statistical evidence exists to claim that the relationships between the variables were positive and significant. Hence, it is possible to reject the relevant null hypotheses while accepting the relevant alternative hypotheses. As far as the correlation coefficient for pay-for-performance and job performance is concerned, it was insignificant at  $p < .01$ . and even at  $p < .05$ . Hence it is evident that a significant positive relationship between pay-for-performance and job performance does not exist. Also, the relationship is not negative. Thus, it is not possible to reject the null hypothesis, i.e., NH for H4.

In order to test the acceptance or rejection of the final hypothesis, Multiple Regression Technique was used. The results of the multiple regression test are given in Table 2.

**Table 2. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724	.525	.477	2.60482

According to the Model Summary Table, regression coefficient is 0.724 and RSquare is 0.525 (Adjusted RSquare is 0.477). As RSquare is 0.525, the joint impact of Attitude about the customers, Agreeableness, Competencies, and Pay-for-Performance on the variance of Job Performance is 52%. It means that 52% of the variance of job performance of the cabin crew has been jointly explained by the independent variables considered under study. In order to find out whether Regression Coefficient (RC) is statistically significant or not, ANOVA Table was referred to (Table 3).

**Table 3. The Analysis of Variance (ANOVA)**

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	374.461	5	74.892	11.038	000
Residual	339.254	50	6.785		
Total	713.714	55			

According to the ANOVA Table, the relevant F value is 11.038, which is significant at 0.0005. It suggests that Attitude about the customers, Agreeableness, Competencies, Emotional Stability and Pay-for-Performance affect jointly and significantly the Job Performance of the Cabin Crew at the Airline. Thus, there is statistical evidence to reject NH for H5: Attitude about customers, agreeableness, competencies, and pay-for-performance will make no significant combined effect on the variability of job performance of cabin crew members. The final hypothesis of the study is accepted.

### Discussion and Conclusion

A systematic study based on hypothetico-deductive method was carried out to achieve two objectives. The first one is to investigate whether attitude about customers, agreeableness, competencies, and pay-for-performance significantly and positively relate to job performance of the Cabin Crew on customer service of an airplane in an airline. Three independent variables except pay-for-performance were found to be positively and significantly related with job performance of cabin crew members. An examination of the descriptive statistics of the variable of pay-for-performance reveals that mean was 1.8929 and standard deviation was less than 1 (.75507). The mean value suggests that the degree of availability of pay-for-performance in the organization studied is at low level. Majority of cabin crew managers do not perceive that there is a sufficient pay-for-performance scheme

for the cabin crew. This may be the reason for the finding that pay-for-performance is not a factor or correlate of job performance of cabin crew.

The second objective of the study is to investigate whether attitude about customers, agreeableness, competencies, and pay-for-performance have a significant and positive joint impact on job performance of the Cabin Crew on customer service of an airplane in an airline. The test result of the final hypothesis reveals that there is a significant and positive joint impact of the four independent variables on job performance of cabin crew. This finding implies that these four factors are to be considered and enhanced to improve job performance of cabin crew.

Improving job performance of cabin crew in an airline is a constant goal. In this regard, HRM functions play a critical role. The findings imply that the airline that wants to enhance job performance of cabin crew should pay a serious attention to create, maintain, and enhance a force of cabin crew members who are very high in terms of positivity of attitude about customers, agreeableness, and competencies. In this regard, HRM functions such as recruitment, selection, induction, training, and performance-based rewarding are of necessity.

According to the finding relating to the second research question, the four independent variables considered under this study could explain 52% of the variance of job performance of cabin crew. It suggests that there are factors which were not considered under this study but which can explain 48% of the variance of job performance of cabin crew. In reality, there are other factors, which contribute to the Job performance of cabin crew such as commitment, job satisfaction, work-life balance, supervision, performance feedback, and others. It is suggested to focus future research studies on these factors.

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