

Analysis of the Effect of the Working Environment to the Job Satisfaction of the Air Hostesses (With Special Reference to Sri Lankan Airlines)

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I. INTRODUCTION

Air hostess job position is not similar to any other career because they are the people who are met very firstly when anyone flies to some other country. Air Hostesses can be called as the unofficial country ambassadors because they spread out the culture of the country, warm welcome and the grand hospitality to the outer world. The first impression about the country where is yet to be visited is made with the cordial welcome and the courteous service of the flight attendant. Air hostess is not just a lady who serves food and beverages to the passengers while travelling on a flight. She needs to take care of the safety and security of all the passengers on board. That's actually not a easy task to do as a lady. There were victorious air hostesses who are considered as heroines in the industry. Ms.Neerja Bhanot - a purser for Pan Am flight 73 and her lost her life while protecting the passengers when the flight was hijacked by terrorists on 5th of September 1986 in Karachchi, Pakistan. Still her name is remembered just because of the bravery she had and the way she protected the passengers. Air hostess should be such a character to face for any type of difficulties by protecting all the people's lives.

Even though the trainings, incentives, salaries and other monetary rewards are high in these air hostess positions, there are some other variables that cause for generating difficulties to do the job for the air hostesses. Mostly the working environment factors are affecting to make dissatisfaction on the job. Young aged ladies are selected for this flight attendant positions mostly. They must work on the air with people who have never met before. The pretty smile doesn't show the effort that they made to make all the service perfect. These young ladies must spend days at different destinations in the world being far away from their beloved ones. Sometimes they may get dissatisfied with their job with a tough roster, long hours, odd working times, sleepless nights, insufficient working space to work in the cabin, flying to same destination again and again, doing the same job for long time and so much more.

Therefore, this research is really need to be done to find out the effects and how the working environment factors affect to the job satisfaction of the air hostesses. And the area of the study is niched to the Sri Lankan Airlines air hostesses due to

the more relevance and easiness for future development. Very less amount of researches had been done for this area with the relevance of the working environment factors and the job satisfaction of the air hostesses. Therefore, it is highly needed to do a research through this area.

II. RESEARCH PROBLEM(S)/ISSUE(S) (IF RELEVANT)

"Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele, 2007)." (Noah and Steve, 2012)

"Job satisfaction is the emotional response to job experiences. There-fore, it can be understood only from the self-observation. Job satisfaction cannot be observed in the flesh, but can be felt from employees' activity and linguistic expression. Job satisfaction is the gap between expectation and reality regarding job experiences" (Lee, An, and Noh, 2012)

Air hostess are the people who can be met firstly on the air craft. They are always with a smiling face and the most welcoming vocabulary. The politeness, courteousness, friendliness, and so much more caring for the passengers are the major requirements of that job position. Even though the picture of that job is so much glamorous, the reality is totally different. She needs to know different languages, medications, need to be a good advisor, good instructor, and needs to have a strong heart and mind. Risk of flying over 33,000 feet above is not an easy task as a young lady while fulfilling all the needs of the passengers including the safety and the security. Tough times make the job a headache to her.

This research is to identify whether there is a positive or negative effect of the working environmental factors to the job satisfaction of the air hostesses. For the working environmental factors, there are three factors such as Job itself, working environment and organizational characteristics (Lee, An, and Noh, 2012). And to determine the job satisfaction of air hostesses, there are five dimensions such as individual elements, social elements, cultural elements, organizational elements and the environmental elements (Salunke, 2015).

And finally, it is to be find out the ways of working environmental factors are affecting either positively or negatively to the job satisfaction of airhostesses through above mentioned dimensions and to find out the major critical factors that affect straightly.

III. RESEARCH PROBLEMS

- How the working environment affects to the job satisfaction of the Air Hostesses?
- What are the major critical working environmental factors that have strong relationship with the job satisfaction of the Air Hostesses?

IV. OBJECTIVE(S)

- To identify the effect of working environment to the job satisfaction of the Air Hostesses
- Identifying the major critical working environmental factors that have strong relationship with the job satisfaction of the Air Hostesses

V. LITERATURE REVIEW

When it comes to Sri Lankan aviation history it has more than hundred years past and Rathmalana airport was the pioneering airport in Sri Lanka and it established in 1930. And in 1959 the operations at Katunayaka International airport had started. Firstly the Sri Lanka's air passenger transportation was called as Air Ceylon but later on that had been changed in to Sri Lankan Airlines. Currently Sri Lankan Airlines has 21 aircrafts including A330-320 and A330-330 (Sri Lankan Airlines Annual Report 2015/2016, 2016).

Airports world over make huge investments on capacity improvement and facility upgrading to meet the growth forecasts in passenger and cargo movements. International Civil Aviation Organization (ICAO) and other leading aircraft manufacturers predict the highest growth indices to emerge in Asia (J.T.D. Jayalath, J.M.S.J. Bandara, 2001)

According to the research paper titled as "The Social Dimension of Service Workers' Job Satisfaction: The Perspective of Flight Attendants", purchasing new air crafts, upgrading in – flight facilities, Cost reduction and improving service quality in service organization such as airlines, the airline companies are tried to enhance their service quality and its standards. The quality of services delivered by service workers directly affects customers' satisfaction and service workers' affectivity significantly affects their job performance. In-flight service delivered by flight attendants plays an important role in passengers' satisfaction and loyalty. The flight attendants' affectivity affect directly to the in-flight service quality. Therefore it emphasizes the importance to study on the factors affecting Flight attendants' job satisfaction and the relationship between job satisfaction and their positive affectivity. The result of this study shows that job satisfaction consists of three factors of job itself (job motivation, job characteristic, authority, and responsibility),

job environment (working condition, supervision, and coworkers) and organizational characteristic (wage and employment stability, promotion, and organizational policy). Whereas the previous research focused on the traditional factors of job satisfaction such as job itself, job environment, and organizational characteristic, this study found that the social dimension is also one of the critical factors constituting job satisfaction. Further research on the social dimension as a factor of job satisfaction would contribute to the development of job satisfaction research in the service industry (Chongho, Myungsook and Yonghwi, 2012)

With the reference of USA scholars research finding upon the topic of "Flight Attendant Fatigue: A Quantitative Review of Flight Attendant Comments", flight attendants considered fatigue to be a significant issue, and in fact, fatigue was the most frequently identified issue in the comments. The prioritization of issues provided by Flight Attendants is important for understanding the urgency with which they view fatigue. All flight attendants, regardless of type of operation or seniority level, reported concerns associated with being fatigued/exhausted, having rest periods that are too short, inconsistent scheduling or early reports, not considering the impact of delays when scheduling, not receiving adequate sleep/rest, and the impact of fatigue on safety/performance. Given that these issues were also identified consistently in open-response items, it is not surprising given that a substantial number of FAs also reported their appreciation of the congressionally mandated fatigue research (Avers et al., 2011).

VI. DATA AND METHODOLOGY

Population

Since this research was mainly focusing on the air hostesses who were working for the Sri Lankan Airlines at the data collection period. As the major proportion of the cabin crew the female representation can be seen. Therefore the research findings for the existing research problems should address more on the needs of the air hostesses as objected and titled. There were 187 Sri Lankan Airlines air hostesses working when the research working was on process.(Sri Lankan Airlines Annual Report 2015/2016, 2016)

Sample and data

50 air hostesses who were currently working for Sri Lankan Airlines was selected in to the sample due to the availability of the air hostesses for data collection upon their stiffed duty times.

And since there were no other research work had been done on this subject, the researcher had to collect the primary data rather than searching for the secondary data.

Sampling method

For the selection of the sample, the simple random sampling was used upon the population. That sample method is free from bias. The Bandaranayaka International Airports and with

the aid of the internal company assistance, data collection was easy by using the simple random sampling method.

Data collection method

Actually this research needed the primary data from the respondents. Therefore the secondary data was not collected and they weren't available due to no research was done upon this research title. Majorly for the data collection, the printed questionnaires were distributed and to avoid the getting delay for the data collection due to the busy duty schedules of the air hostesses, the Google forms also used as the electronic data collection aid. Questionnaires are the most famous method to gathering data for researches. Because it minimizes the time consumption, increases the effectiveness of the responses and low cost to produce the summaries and quantitative descriptions.

In the questionnaires there were several sections for the questions for the demographic factors and to measure other factors. For the quantitative analysis part the five point Likert scales were used due to the easiness of the data gathering and for the ease of analyzing. And for the demographic factor analysis part was done with the close ended questions to the get the answers directly from the respondents and to keep the questionnaire length short. And to get the answers for the independent and dependent variables' questions, there were Likert scale questions.

VII. RESULTS AND CONCLUSION

Conclusion part has been separated in to several sections in order to the objectives of the study, as follows.

- Conclusion pertaining to the effect of the independent variables to the dependent variables
- Conclusion pertaining to the major critical affecting independent factor to the dependent variable

Conclusion pertaining to the effect of the independent variables to the dependent variables

As one of the main objective of the study the effect of the independent variable – working environment of the air hostesses was needed to analyze. With the correlation analysis the association of the both independent and the dependent variables was determined. Correlation analysis was done in two ways. First one was done with the independent variable including all factors of it and secondly factorial analysis had been done with the correlation. According to the results of the whole independent variable it showed strong positive relation with the 0.813 person correlation value. That proves the independent variable associates – Working environment of the air hostesses affects very much closely to the job satisfaction of them. Since the correlation was positive it meant that when the working environment condition drop down, in parallel manner the job satisfaction also decrease. And then after the multi factorial correlation analysis for the factors of the independent variable such as Job Environment, Job It Self, and the Organizational Characteristics. According to the

person correlation coefficient values of those factors, only the Job Environment factor showed the strong positive association with the job satisfaction by having 0.829 and other two factors showed moderate associations with the job satisfaction at the significant level 0.01.

The effect of the working environment has been measured with the coefficient table of the regression analysis of this study. The unstandardized beta coefficient for the constant value has got a minus value (-0.059). Beta value for the constant is made by depending on the standard deviations of the independent variables Perls,F.(2011,March). Then all the independent variables had been negatively reacted upon the dependent variable. As a result of that the beta coefficient of the constant was negative. By fulfilling the research study's objective that proves the factors of the independent variable – working environment such as “job environment”, “job it self” and the “organizational characteristics” are affecting negatively upon the dependent variable – job satisfaction.

Therefore for the policy setting or if the management needs to change anything it's better to focus more on the job environment elements for better results. The working space, flying hours, flying times, reduction of getting bored on job, comfortable garments and accessories, reduction of minimize heavy and injurious equipments, passenger behavior are to be concern more for effective working place. And according to the second highest correlation; the organizational characteristics such as sufficient authority, sufficient responsibility to the employee, sufficient payments, job security and timely promotions should be given to keep the employee satisfaction who works on board.

Conclusion pertaining to the major critical affecting independent factor to the dependent variable

With the model summery of the regression analysis of this study R square value is 0.783 and that means 78.3% of the dependent variable factor was described by the independent variable. That is quite good because the percentage is relatively high.

With the test results of the coefficient test of the regression it proved that if there is no independent variable factors, the dependent variable get the minus value. That means the independent variable – working environmental factors are affecting negatively on the dependent variable – job satisfaction. With the unstandardized coefficient beta values Job environmental factors got the highest value 0.658 by implying that it affects more on the job satisfaction of air hostesses. Secondly the organizational characteristics' factors are contributing for the job satisfaction with 0.224 beta value. But the job it self factors doesn't have high power to effect on the job satisfaction due to the insignificant situation of its at the 0.01 significant level.

With that it's easy to conclude that as the most affecting factor to the job satisfaction of the air hostesses is the Job Environment. And secondly the Organizational characteristics

are affecting to generate the job satisfaction under the working environment. Therefore the management of Sri Lankan Airlines should concern more on the Job environment factors and the Organizational characteristics when they setting up the policies to enhance the level of the job satisfaction of the air hostesses who are working under the brand name Sri Lankan.

VIII. SUGGESTIONS AND RECOMMENDATIONS

With the conclusion as the most affecting factors to the job satisfaction, the Job Environment and the Organizational Characteristics were recognized. Then the policy makers, authorized parties and the management should take care of the severe element that touches the dissatisfaction of the air hostesses due to the negative effect of the condition of the working environmental factors. According to the research findings that's good to schedule flexible time schedules for flying, fare duty rosters, provide comfortable garments and the accessories, minimize the injurious and the heavy equipments from ladies and having altered solutions for them

Policies should be arrange to minimize the monotonous working pattern of the air hostesses to keep the job satisfaction with who are working for same job category for long time. Job security should be guaranteed with the sufficient authorities and the responsibilities with their jobs. And the clear picture should be produce to the society with their "marriage and job" policy to make the potential applicants aware on the job condition with their future life plans. And in other hand the attention and the quick responses for the employees' problem also pointed out to understand the requirements of the service employees to minimize the potential issues inside of the organization.

Since the Sri Lankan Airlines and Bandaranayaka International Airport is about to be expanded, the company management need to focus more on the working environment of the air hostesses, because the job dissatisfaction of the service personnel would be another threat to reach the ultimate goal of the organization.

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