

Role of Desirable Personality of Personnel in the Aviation Industry

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Abstract:

This paper is majorly based on deriving the role of the desirable personality of the employees within the Aviation industry of Thailand. For that aim, the pro-active personality and flight attendant competence are act as independent variables, contextual performance as a dependent variable, while airline embedded act as a mediator. An online survey oriented qualitative research is conducted in this paper where the structural equation modeling based SPSS test is implemented. Its outcomes depict that there is a significant relationship between the pro-active personality and contextual performance by considering the mediating role of airline embedded, while the flight attendant competence somehow impacts on the contextual performance of Thai airlines. This paper is an informative approach for airlines' management, decision-makers, HR hiring staff, and related bodies. Well, its major weakness is based on the deficiency of customer dealing skills and enthusiastic type personality aspects and the lack of cultural influence factor, which can be overcome by future researchers.

Keywords: Desirable personality, Personnel, Aviation industry

INTRODUCTION

In the modern world, many people used the airline companies for traveling from one place to another place. Almost 4.54 billion peoples used airline companies for traveling last year (Charoen, 2018; Polwiang, 2016; TERADIREK, 2018). In the discussion of airline companies in Thailand, these are the top 15 airlines mentioned below which shows the percentage of people ratio that used the Thailand airline companies last year (Kratudnak & Tippayawong, 2018).

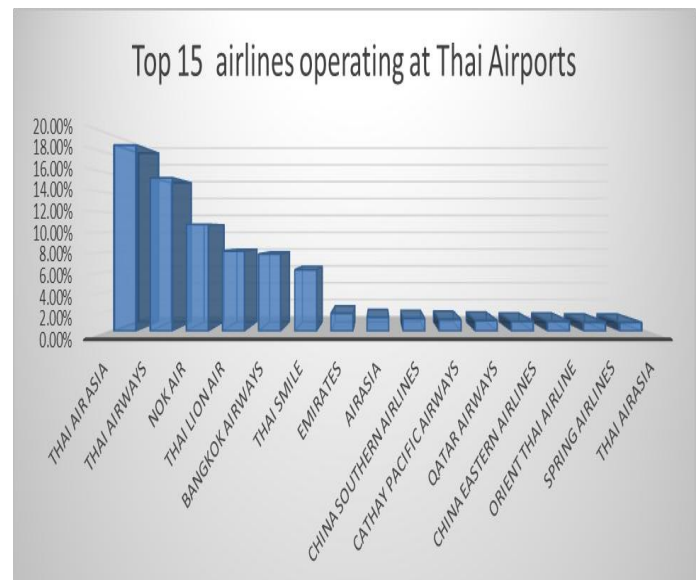


FIGURE I:

Top 15 airlines operating at Thai Airports

The following table explained the annual passenger number in Thai Airways from 2008 to 2014. The number of people that used the Thai Airways in

millions are mentioned below (Lainamngern & Sawmong, 2019).

TABLE I:

Thai Airways annual passenger numbers: 2008 to 2014

Thai Airways annual passenger numbers: 2008 to 2014

Years	Annual Passenger Numbers in Thai Airway
2008	18.7 million
2009	18.5 million
2010	18.2 million
2011	18.4 million
2012	20.6 million
2013	21.5 million
2014	17.8 million

The problem statement of this paper is based on critically evaluate how the pro-active personality and flight attendant competence of the employees within airline industry directly affect the contextual performance by specifically considering the career adapted aircrew through their social support in the raising concept.

In the previous researches, the scholars worked on how the association of the pro-active personality (Hofhuis, Schilderman, & Verdooren, 2020; Niemelä & Dingemanse, 2018). Besides, they also worked on emotional and nerve factors, social supporting behavioral patterns, its importance, and influence on the employee's behavior in the career adapting process (Olawole Olanre Fawehinmi, 2016; Hur, Moon, & Ko, 2018). This paper covers the gap of previous researches by specifically worked on the pro-active personality, self-esteem, and flight attendant competence in the improvement of the contextual performance. The major objectives of this paper are based on;

- Understand the importance of pro-active personality to enhance the contextual performance in the airline industries.
- Identify the importance of flight attendant competence to enhance contextual performance in the airline industries.

- Evaluate the moderating role of the airline embedded between the pro-active personality and contextual performance in the airline industries.
- Evaluate the moderating role of the airline embedded between the flight attendant competence and contextual performance in the airline industries.

This research and its findings prove to be significant for Thailand's airline management and its staff to understand the importance of pro-active personality and flight attendants to enhance their contextual performance in front of market customers. In addition, this valid data will also help the policymakers and HR department to understand the significance of self-respect, pro-active personality, and social support for the frontline employee's performance.

II. LITERATURE REVIEW

2.1. Allport's Trait Theory

Allport's Trait Theory is a theory of personality that highlights the oneness of the personal, internal thinking, and stimulation procedure that affects the action of a person (Hussain, Rizwan, Nawaz, & ul Hameed, 2013; Mautz, McKnight, Dunn, & Dunn, 2020; O'Connor, 2017). There are many levels in each individual such as observation, introversion, and morality in everyone. Chief traits are the dominant factors that control most of our expressions (Fajkowska & Kreitler, 2018; Matz, Chan, & Kosinski, 2016). During the last decade, researchers studied an active part of the desirable personality aspects of the airline industries like Irina Hogan and Foster discussed this Allport's theory in their rethinking personality-based informative research article. According to them, the personality traits are considered as incessant samples of behavior, idea, and feeling that are clear in the span of circumstances; while the major essential properties of these traits are comparatively strengthened over time (Hogan & Foster, 2016).

2.2. *Pro-Active Personality and Contextual Performance*

Ramawickrama, J discussed the value of pro-active personality and contextual performance for the job presentation in the airline and hotel industries where they studied the customers with physical appearance and personality. According to them, the job presentation of the employees is the reflection of that attitude of the company with them. Their main motive was to expose the idea of job presentation. They stated that there is a relationship between proactive personality and contextual performance. They discussed the values and significance of the pro-active personality and contextual performance regarding job presentation in the service aligned companies like hotels, airlines, etc. In the end, they concluded that the pro-active personality and contextual performance are positively related to each other in the job presentation (Ramawickrama, Opatha, & Puspakumari, 2017; Gülsün, Yıldız & Yılmaz, 2017). Fawehinmi, Olawole Olanre also discussed the association among the self-respect, pro-active personality, and public support on the career orientation. They mentioned career orientation as a pliable credit of personal to the explosive reasons for their career. They majorly discussed the relationship between the self-respect, pro-active personality and social support, and justified a positive relationship between them in career adaptation. According to them, the pro-active personality is also very important that affect the competitive performance of the airline and hotel workers (O. O Fawehinmi, 2016). Thus, the following hypothesis has been proposed:

H1: There is a significant relationship between Pro-Active Personality and Contextual Performance

2.3. *Flight Attendant Competence and Contextual Performance*

In 2018, Tringale described the competence of companions with each other that help effective commitments and contextual performance. According to him, in an airline service company, a

flight attendant competence affect the working of contextual where the formation of the companies is demolishing. He declared that there is two recognition of the employees especially flight attendants in airline companies that are competence and comfort to affect the involvement and contextual performance of the workers. By using the Job Demand-Resources Model, competence and comfort partially affect the involvement and contextual performance (Tringale, 2018; Egbuniwe, 2019). In addition, Newhouse studied workplace spirituality measures as a major source to upgrade the performance level of the employees. According to him, the psychological judgment is the capability to look self-ruling and other actions. It is because the self-restraint and psychological flexibility reduce contextual performance in the workplace. In the airline and hotel industries, the contextual performance is directly related because, in these companies, the workers are be-aware of all circumstances (Newhouse, 2019; Kamasak & Cansever, 2019). However, the following hypothesis has been suggested:

H2: There is a significant relationship between Flight Attendant Competence and Contextual Performance

2.4. *Mediating Role of Airline Embedded between Pro-Active Personality and Contextual Performance*

In 2018, Monica Santana, Romon Valle and Jose-Lius Galan studied the conservation of airplanes and new HRM (human resource management) in the airlines, where they used the human resource management to mark the workers of the airlines. According to them, turnaround strategies of a manager towards the airline working employees play a significant role in enhancing their contextual performance of a company because such innovative HRM strategies majorly work for the betterment of the employees. Also, this is used in the conservation of airplanes. They stated that the conversation of the airplanes hang-on the accurate work of the employees and majorly depends on their

pro-active personality. This was informative research which also explored how the importance of employee's right representation in workplace management and overall organization performance (Newhouse, 2019). Also, Loannou in his research journal explored the influence of positive perception of the Aviation service provider and its staff significantly act in motivating the customers to remain loyal with its brand. He considered the safety performance indicator is the strongest ones which boost the proactive personality-based efficiency of the aviation company and result in the form of competitive advantage (Loannou, 2018). Hence, the following hypothesis has been proposed:

H3: Airline Embedded plays as a significant mediator between Pro-Active Personality and Contextual Performance

2.5. Mediating Role of Airline Embedded between Flight Attendant Competence and Contextual Performance

In order to explore the efficiency of airline operation, research was conducted by Sevillian in his flight desk-based research article in 2017 where he studied the impact of flight deck crew alerting and the information system on the English, as a second language flight, based crewmembers performance in an airline flight operations. According to him, if the technical staff performed its duty on time by accurately transfer the accurate information to the team members, then a productive output will be generated that directly results in enhancing the competency of flights and its operating staff (Sevillian, 2017). He considered English as a second language of flight crewmembers that helps them to make a direct connection with the pilot and in-land respondents. In addition to this, there was another research made by Thanawut Limpanitgul and others in the International Journal of Culture, Tourism and Hospitality Research, where they critically examine the moderating role of the organizational cultures and its influence on employee's performance within Thai airlines. In addition, they discussed three dimensions of organizational commitment amongst

flight attendants working in both individualistic and collectivist organizations. In the end, they concluded that employee empowerment within an airline HR management results in enhancing the organizational commitment and loyalty among the customer market (Limpanitgul, Boonchoo, Kulviseachana, & Photiyarach, 2017). After critically analyze the previous research articles on the related topic, the following hypothesis has been suggested;

H4: Airline Embedded plays as a significant mediator between Flight Attendant Competence and Contextual Performance

2.6. Theoretical Framework

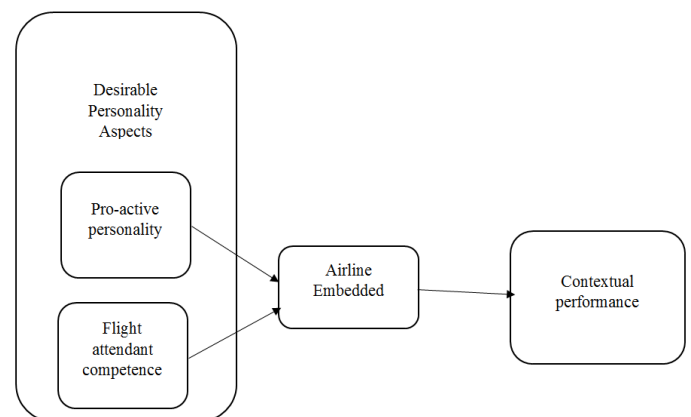


FIGURE II:
Theoretical Framework

III. RESEARCH METHODOLOGY

3.1. Development of Questionnaires

The questionnaire of this research was developed based on critically considering all the tested variables (Ball, 2019; Evans & Mathur, 2018), where the desirable personality aspects like proactive personality and flight attendant competence act as independent variables. While the contextual performance act as a dependent variable and airline embedded considered as a major mediating variable within this questionnaire development. As, this is the online survey-based quantitative research so, the close-ended questionnaires were distributed to the related participants of this study. But, before randomly distributed the questionnaire, it was checked by the

supervisors and other scholars to gain their suggestions regarding the tested variables.

3.2. Participants of Data Collection

As this study is majorly based on the aviation industry of Thailand to enhance their employee's competency in the contextual performance, so majorly their management, pilots and front line staff members within the Thailand airlines are specifically considered for the data collection mechanism. The randomly 600 close-ended questions were distributed online to the above-mentioned participants to gain their understanding regarding the tested variables, in which only 424 of them gave a valid outcome.

3.3. Sample Description

In its sample based descriptive analysis, it becomes clear that there are 236 males (56%) and 188 females (44%). As far as the age-based demographics are concerned, it becomes concluded that the frequency of individuals who having graduation is 37 (with 12%), while 132 of them having post graduations (only 43.4%), 103 having master's degree (with 34%), and 32 of them having other related field degrees (with 11%). Last but not the least, their age-based demographics show that 23% of them are from 21 to 30 years old, 28% are from 31 to 40 years old, 32% are from 41 to 50 years

old, while only 16% of them are more than 50 years old. These statistics show that majority of the respondents are based on managers and highly skilled employees who having full understanding of the desirable personality traits of a working employee in this Thailand aviation industry.

3.4. Measure

In the data collection mechanism, the five points Likert scale (strongly disagreed = 1, strongly agreed = 5) was used that helps to significantly categorize the professional opinions (Chyung, Roberts, Swanson, & Hankinson, 2017; Pimentel, 2019; Wu & Leung, 2017). After collecting the relevant data, the SPSS software-based statistical tests like confirmatory factor analysis (CFA) and structural equation modeling (SEM) are used to measure the authenticity of the tested hypothesis (Civelek, 2018; Ramayah, Cheah, Chuah, Ting, & Memon, 2018; Sarstedt, Ringle, & Hair, 2017; Wang & Wang, 2019).

IV. RESULTS AND ANALYSIS

In order to justify the thesis statement of this paper, the following statistics show the desirable outcomes of the related hypothesis.

TABLE II:
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
Flight AC	304	1.00	4.90	3.5826	1.07623	-.863	.140
ProAct P	304	1.00	5.00	3.6059	1.10246	-.875	.140
ContPe rf	304	1.00	5.00	3.5816	1.09082	-.827	.140
Airline Emb	304	1.00	5.00	3.4509	1.10101	-.621	.140

Valid 304

N

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Kaiser-Meyer-Olkin Measure of .943
Sampling Adequacy.

Bartlett's Test of Approx. Sphericity	Chi-Square	10301.431
	df	378
	Sig.	.000

According to the above mentioned descriptive statistics, it becomes clear that the flight attendant competence value is less deviated from its mean position which means it has a major influence on the tested dependent variable. While the proactive personality highly deviates from its mean position which shows that this variable has a lesser impact on the contextual performance of the aviation company's employees. Its KMO and Bartlett's test-based statistics are shown in the following table;

According to the above table, it becomes clear that KMO values of the tested variables are within their threshold range with the proper significant value of 0.00 (lower than 0.05). After this, the rotated component matrix-based outcomes are shown in the following table;

TABLE III:
KMO and Bartlett's Test

TABLE IV:
Rotated Component Matrixa

	Component			
	1	2	3	4
FA1	.643			
FA2	.752			
FA3	.806			
FA4	.843			
FA5	.816			
FA6	.823			
FA7	.827			
FA8	.843			
FA9	.849			
FA1	.831			
0				
PA1			.770	
PA2			.797	
PA3			.813	
PA4			.850	
PA5			.879	
PA6			.881	
CP1				.810
CP2				.833
CP3				.864
CP4				.816
CP5				.767

AE1	.820
AE2	.877
AE3	.880
AE4	.882
AE5	.889
AE6	.890
AE7	.870

The above items' statistics show that all the rotated component matrix of the tested items are more than 0.7 means within their threshold range which depicts that this model is a good fit to analyze the tested variables.

TABLE V:

Convergent and Discriminant Validity

	CR	AV	M	MaxR	CP	FA	PA	AE
		E	SV	(H)				
C	0.9	0.7	0.3	0.946	0.8			
P	44	70	72		78			
F	0.9	0.7	0.3	0.979	0.5	0.8		
A	66	39	20		22	59		
P	0.9	0.7	0.3	0.986	0.6	0.5	0.8	
A	53	72	72		10	66	79	
A	0.9	0.7	0.2	0.990	0.4	0.5	0.3	0.8
E	65	98	54		32	04	65	93

The above convergent and discriminant validity based informative statistics show that the average variance extracted value is more than 0.5 and the composite reliability value is more than 0.7 which means there is no convergent validity issue has occurred within this testing. After this, the bold letters based descriptive outcomes show that there is no discriminant validity occurred within this testing mechanism. Its model fit indices values are shown in the following table;

TABLE VI:
Model Fit Indices

CFA Indicators	CMI	GFI	IFI	CFI	RMSEA
	N/DF				A
Threshold Value	≤ 3	≥ 0.8	≥ 0.9	≥ 0.9	≤ 0.08
Observed Value	2.335	0.84	0.956	0.95	0.066
		0		6	

According to the above statistics, it becomes clear that all the CFA indicators of the tested variables are within their threshold range. Like the CMIN/DF value is 2.335 means lower than standard 3 value, the GFI value is 0.840 (greater than 0.80), the RMSEA value is 0.066 (lower than 0.08), while the IFI and CFI values are same as 0.956 (greater than 0.90). These statistics show that all the items are effectively uploaded on the tested model and its descriptive statistics are shown in the following figure;

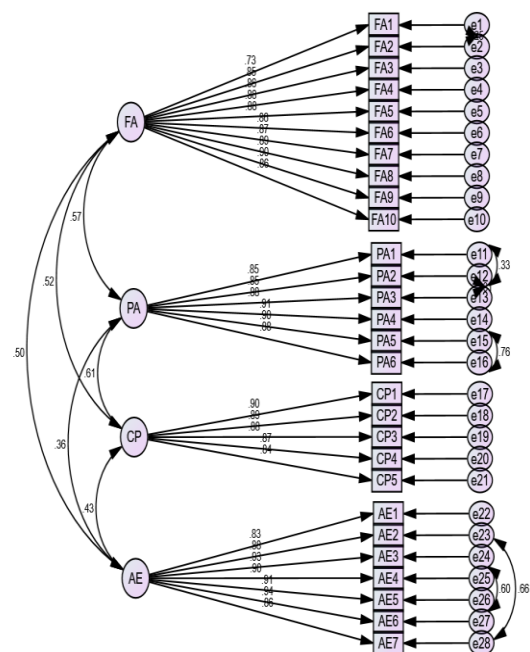


FIGURE III:
CFA

TABLE VII:
Structural Equation Modeling

Total Effect	FlightAC	ProActP	AirlineEmb
AirlineEmb	.331**	.292**	.000
ContPerf	.293**	.352**	.163**
Direct Effect	FlightAC	ProActP	AirlineEmb
AirlineEmb	.331**	.292**	.000
ContPerf	.239**	.304**	.163**
Indirect Effect	FlightAC	ProActP	AirlineEmb
AirlineEmb	.000	.000	.000
ContPerf	.054**	.048**	.000

The above SEM statistics show that there is a significant relationship between the tested variables i.e. independent, dependent and mediator (Carrión, Nitzl, & Roldán, 2017; Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018; Ul-Hameed, Mohammad, & Shahar, 2018; Wong, 2016). It becomes clear that flight attendant competence shows a 33% deviation in the airline embedded and 29% on the contextual performance. While pro-active personality causes a 29% change in the airline embedded and 35% in contextual performance. While the existence of an airline embedded based mediator causes a 16% deviation on the tested variables. Its graphical representation is mentioned below;

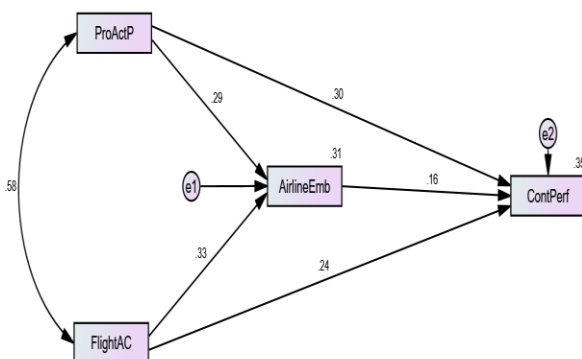


FIGURE IV:
SEM

V. DISCUSSION AND CONCLUSION

5.1. Discussion

According to the above statistics, it becomes clear that pro-active personality causes a significant impact on the contextual performance of the airlines' employees by considering the mediating role of airline embedded factor. While the flight attendant competence causes a major impact on the airline embedded factor as compared to the development of the contextual performance within this company. This point was also somehow justified by Amir Batouei and others in their Asian Pacific Journal of Tourism Research, where they specifically study the role of service quality of airlines and the flight crew's competences on the flight anxiety and satisfaction of travelers and stated that this anxiety and satisfaction impact on the traveler loyalty to use the airlines' services (Batouei, Iranmanesh, Nikbin, & Hyun, 2019). Also, Chunjian Yang with others stated that there is a direct impact of transformational leadership on the employee proactive personality on the service performance of an organization where the organizational embeddedness plays a significant mediating role within this mechanism. Because they strongly impact on the contextual performance and the task performance via organizational embeddedness (Yang, Chen, Zhao, & Hua, 2020). Well, Sarfo in their research study majorly worked on identifying the list of personality traits and the organizational culture factors that directly influenced the proactive behavior among the aviation security personnel at the Kotoka International Airport. According to him, the threat of security is a major issue that directly impacts on employees' performance and their perception towards the Airline Company. In the end, he concluded that extraversion, openness, and neuroticism are such personality traits that significantly predict the agreeableness and consciousness behavior of employees within a workplace (Sarfo, 2018).

5.2. Conclusion

Thus, it becomes concluded that there is a significant relationship between the pro-active personality on the contextual performance by specifically considering the mediating role of airline embedded within these two variables. While the flight attendant competence is majorly influenced by the airline embedded that reduced its impact on the development of contextual performance within the aviation industry of Thailand. This SEM-based statistical outcome is an important approach to critically evaluate how the desirable personality of the working employees within the aviation sector directly impact on enhancing its efficiency.

5.3. Future Implications

No doubt, this is an informative challenging approach to critically inspect the major personality aspects that cause a significant impact on the airline's productivity in the consumer and competitive market. This data can be utilized by the related field managers, working staff, owners, and the hiring HR department to understand which type of personality trait must be present in the desirable employee. Also, this data can be re-utilized by scholars, analysts and business researchers in their upcoming articles discussion and literature review portion.

5.4. Limitations and Future Researches

In addition, there are also some limitations within this study like there is a lack of information regarding the customer dealing skills and enthusiastic type personality aspects that may be helpful to make more desirable outcomes in its analysis portion. Also, there is no consideration of any cultural influence based desirable personality factor in this paper. These technical limitations can be overcome by the upcoming scholars in their research study.

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