

An Empirical Investigation of Job Crafting Among Flight Attendants

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
April 2016
Gazimağusa, North Cyprus

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ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that examines the interrelationships of job crafting, work engagement, turnover intentions, and service recovery performance. Data were obtained from flight attendants and their pursers in the three private airline companies in Iran. The relationships among study variables were gauged using structural equation modeling.

According to the results of the study, job crafting fosters work engagement and service recovery performance. Job crafting also mitigates turnover intentions. These results refer to the mediating role of work engagement in the relationship between job crafting and turnover intentions. On the contrary, the results demonstrate no significant association between work engagement and service recovery performance. In this case, work engagement does not act as a mediator of the impact of job crafting on service recovery performance.

In the study implications for managers are offered, limitations of the empirical study are given, and implications for future research are presented.

Keywords: Air Transport Services; Flight Attendants; Job Crafting; Service Recovery Performance; Turnover Intentions; Work Engagement

ÖZ

Bu tezin amacı, iş becerikliliği, işe angaje olma, işten ayrılma niyeti ile hizmet iyileştirme performansı arasındaki ilişkiyi inceleyen kavramsal bir modeli geliştirip, test etmektir. Veri, İran'da faaliyet gösteren üç özel havayolu işletmesindeki uçuş görevlileri ile onların yöneticilerinden toplanmıştır. Değişkenler arası ilişkiler yapısal eşitlik modellemesi yoluyla test edilmiştir.

Çalışmanın bulgularına göre, iş becerikliliği işe angaje olmayı ve hizmet iyileştirme performansını güçlendirmektedir. İş becerikliliği, aynı zamanda, işten ayrılma niyetini düşürmektedir. Burada, işe angaje olma iş becerikliliği ile işten ayrılma niyeti arasında aracı rolünü oynamaktadır. Beklenenin aksine, bulgular, işe angaje olma ile hizmet iyileştirme performansı arasında anlamlı bir ilişki olmadığını göstermiştir. Bu durumda, işe angaje olmanın iş becerikliliği ile hizmet iyileştirme performansı arasında aracı bir rolünün olmadığı anlaşılmaktadır.

Çalışmada uygulamaya yönelik belirlemelere yer verilmiş, araştırmanın sınırları üzerinde durulmuş ve bu sınırlardan hareketle gelecek araştırmalar için öneriler sunulmuştur.

Anahtar Kelimeler: Havayolu Taşıma Hizmetleri; Hizmet İyileştirme Performansı; İş Becerikliliği; İşe Angaje Olma; İşten Ayrılma Niyeti; Uçuş Görevlileri

DEDICATION

I dedicate my dissertation work to my family. A special feeling of gratitude to my loving parents, Homa and Reza Eslamlou, whose words of encouragement and push for tenacity ring in my ears. My sisters Khatereh and Arezou have never left my side and are very special.

ACKNOWLEDGMENT

First and foremost, I have to thank my parents for their love and support throughout my life. Thank you both for giving me strength to reach for the stars and chase my dreams. My sisters, brothers and my nieces deserve my wholehearted thanks as well.

I would like to record my gratitude to supervisor, Prof. Dr. Osman M. Karatepe for his supervision, advice, and guidance from the very early stage of this thesis as well as giving me extraordinary experiences throughout the work. Above all and the most needed, he provided me constant encouragement and support in various ways. I am indebted to him more than he knows throughout this study, and especially for his confidence in me. I would also like to sincerely thank Prof. Dr. Turgay Avci, Prof. Dr. Hasan Kilic and Asst. Prof. Dr. Ilkay Yorganci for sitting on my thesis committee, and for going far above and beyond the requirements in order to help me in my training and research.

Also, I would like to acknowledge all EMU members, most especially Georgiana Karadas and Nazanin Naderiadib for all their support, who have not been ever only good friends and sisters for me, but also perfect role models. I would also like to sincerely thank my manager, Dr. Niroomand, all relatives, friends and others (Captain Nasiri, Firoozi, Dehghan and Mr Reza Telikani who in one way or another shared their support, either morally, financially and physically. thank you for your understanding and encouragement in my many, many moments of crisis. Your friendship makes my life a wonderful experience. I cannot list all the names here, but you are always on my mind. Thank you, Lord, for always being there for me.

TABLE OF CONTENTS

ABSTRACT	iii
ÖZ.....	iv
DEDICATION	v
ACKNOWLEDGMENT	vi
LIST OF TABLES	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS	xii
1 INTRODUCTION.....	1
1.1 Deductive Reasoning.....	1
1.2 Purpose, Relevance and Significance of the Empirical Investigation.....	2
1.3 Methodology of the Study.....	3
1.3.1 Sample and Procedure.....	3
1.3.2 Measures.....	4
1.3.3 Data Analysis	5
1.4 Chapters in this Thesis	5
2 LITERATURE REVIEW.....	7
2.1 The JD-R Model.....	7
2.1.1 The Health Impairment Process	7
2.1.2 The Motivational Process.....	8
2.1.3 WE as a Mediator in the JD-R Model.....	8
2.2 Job Crafting.....	10
2.3 Job Outcomes	12
2.4 Proposal of a Conceptual Model.....	13

3 RESEARCH HYPOTHESES	14
3.1 Conceptual / Hypothesized Model	14
3.2 Hypotheses	16
3.2.1 Job Crafting	16
3.2.2 WE.....	17
3.2.3 WE as a Mediator	18
4 METHODOLOGY	20
4.1 Deductive Approach.....	20
4.2 Participants in the Empirical Study	21
4.3 The Measuring Instruments.....	22
4.3.1 Back-Translation and Pilot Studies	22
4.3.2 Measures.....	23
4.4 Strategy of Data Analysis.....	24
5 RESULTS.....	25
5.1 Respondents' Profile	25
5.2 Measurement Model.....	26
5.3 Hypothesized Model	28
6 DISCUSSION	30
6.1 Summary of Findings	30
6.2 Theoretical Implications.....	30
6.3 Implications for Practice	32
6.4 Limitations and Future Research.....	33
7 CONCLUSION	35
REFERENCES.....	37
APPENDIX	47

Appendix A: Questionnaires 48

LIST OF TABLES

Table 1: Subject Profile ($n = 121$).....	26
Table 2: Summary Statistics and Correlations	27
Table 3: Main Results	29

LIST OF FIGURES

Figure 1: Conceptual Model.....	15
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LIST OF ABBREVIATIONS

CJD	Challenging Job Demands
SOJR	Social Job Resources
STJR	Structural Job Resources
JD-R Model	Job Demand-Resources Model
WE	Work Engagement
SRP	Service Recovery Performance
CFI	Comparative Fit Index
PNFI	Parsimony Normed Fit Index
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Square Residual

Chapter 1

INTRODUCTION

Chapter 1 furnishes an implicit understanding of why the current study focuses on deductive approach. This chapter further gives an explanation about the purpose of the empirical investigation and its contribution to what is already known about job crafting in the air transport management literature. It is important to have an understanding of the sampling strategy, survey instruments, and data analysis in empirical studies where testing research hypotheses in a conceptual/hypothesized model is a must. This chapter enables the reader to achieve this. The present chapter concludes with the outline of the study.

1.1 Deductive Reasoning

When deductive approach is considered or used in a study, the researcher takes advantage of the relevant theoretical framework(s), the findings of empirical studies, and implications for future research emanating from empirical studies and/or meta-analytic inquiries. Then the researcher attempts to propose a model that includes various associations aiming to contribute to the extant or current literature via data to be collected from a relevant sample (Graziano & Raulin, 1993). What is done in this thesis is also seen in various empirical studies (e.g., Bakker, Tims, & Derks, 2012; Karatepe & Choubtarash, 2014; Karatepe & Vatankhah, 2014).

Based on the principles of deductive approach the present proposes a conceptual model. Specifically, the concept of job crafting introduced by Wrzesniewski and

Dutton (2001) refers to “the physical and cognitive changes individuals make in the task or relational boundaries in their work” (p. 179). Schaufeli, Salanova, González-Romá, and Bakker (2002) define work engagement (WE) as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 74). Babakus, Yavas, Karatepe, and Avci (2003) define service recovery performance (SRP) as “... frontline service employees’ perceptions of their own abilities and actions to resolve a service failure to the satisfaction of the customer” (p. 274). Turnover intention which is associated with employees’ intent to quit is a detrimental outcome that has the potential to impede successful service delivery (Karatepe, 2011a).

By utilizing the Job Demands-Resources model (Bakker & Demerouti, 2008) and the findings associated with job crafting, WE, SRP, and turnover intentions, the present study proposes a conceptual model that focuses on the examination of job crafting among flight attendants. Specifically, this study tests the interrelationships of job crafting, WE, SRP, and quitting intentions. The current study also tests the intervening role of WE in the relationship between job crafting and the aforementioned outcomes.

1.2 Purpose, Relevance and Significance of the Empirical

Investigation

Flight attendants are the service workers who have frequent direct contact with passengers. Yeh (2014) discusses that flight attendants are the individuals who influence passengers’ perceptions of service quality and play a vital role in passenger satisfaction. Although flight attendants do emotion work and are highly stressed at work (Cho, Choi, & Lee, 2014; Heuven, Bakker, Schaufeli, & Huisman, 2006),

management expects them to handle passenger needs and problems successfully and contribute to the image/reputation of the airline company (Karatepe & Vatankhah, 2014; Yeh, 2012). When employees are given chance to actively change the design of their jobs and give a meaning to their tasks, they stay engaged in their work (Bakker et al., 2012). These employees in turn can serve customers effectively and intend to remain with the organization (cf. Tims & Bakker, 2010).

In light of the information presented above, this thesis set out to investigate the influence of job crafting on flight attendants' WE, SRP, and quitting intentions. This thesis adds significantly to the air transport management literature in the following ways. First, what is known about job crafting among flight attendants is limited. That is, the air transport management literature clearly demonstrates a paucity of research regarding the consequences of job crafting. There is limited evidence appertaining to the association between job crafting and WE (Bakker et al., 2012; Chen, Yen, & Tsai, 2014). It also appears that empirical research about SRP and quitting intentions as the outcomes of job crafting among flight attendants is sparse. Second, unlike a number of empirical studies, this thesis collects data from flight attendants in Iran, an underrepresented country in the air transport management literature (cf. Karatepe & Vatankhah, 2014).

1.3 Methodology of the Study

1.3.1 Sample and Procedure

This study utilized a judgmental sample of flight attendants to test the relationships between job crafting, WE, SRP, and turnover intentions. Since flight attendants do emotion work and have frequent direct contact with passengers, they are the right individuals to be included in such a study (Karatepe & Vatankhah, 2014).

Data came from the flight attendants of three major private airline companies operating in Iran. These airline companies had domestic and/or international flights. To start the fieldwork, the researcher followed various steps, which were in line with similar studies (Karatepe & Choubtarash, 2014; Karatepe & Vatankhah, 2014). First, management of airline companies was contacted via a letter. The letter gave details about the empirical investigation and asked for permission to collect data from their flight attendants. Second, after receiving permission from three airline companies, the researcher started the data collection process. The researcher collected data from flight attendants through each airline company's manager. Flight attendants' SRP was assessed by their pursers.

Third, the researcher collected data from these flight attendants two weeks apart in three waves and their pursers to minimize common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). Fourth, each flight attendant and purser completed the questionnaire, put it in a sealed envelope and then in a designated box (Karatepe & Karadas, 2014; Karatepe & Olugbade, 2016). Fifth, the researcher matched all questionnaires with each other through an identification code written on an obscure part of each questionnaire. The abovementioned practices guaranteed anonymity and confidentiality.

1.3.2 Measures

The researcher used the back-translation technique in this thesis (McGorry, 2000). The Time 1 questionnaire included the job crafting measure. The Time 1 questionnaire also consisted of the items about the demographic variables. The Time 2 questionnaire consisted of the items that belonged to the WE measure. The items that belonged to the turnover intentions measure were in the Time 3 questionnaire. The items belonging to the SRP measure were in the purser questionnaire. Before

the main data collection, each questionnaire was pretested with different pilot samples.

1.3.3 Data Analysis

Respondents' profile such as gender and education is reported via frequency analysis. Data collected from flight attendants are analyzed using several statistical techniques. Specifically, the measures are subjected to validity (i.e., confirmatory factor analysis) and internal consistency reliability (i.e., composite reliability and coefficient alpha) analyses (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988; Fornell & Larcker 1981; Nunnally, 1978). Then the summary statistics and correlations are reported. The relationships are measured through structural equation modeling. As a matter of fact, what is explained above refers to the two-step approach for testing both measurement and hypothesized models (Anderson & Gerbing, 1988). LISREL 8.30 was used to test the measurement and hypothesized models (Joreskog and Sorbom, 1996).

1.4 Chapters in this Thesis

This thesis is composed of seven chapters. Broadly speaking, the first chapter gives information about deductive reasoning. It further delineates the purpose, relevance and significance of the empirical investigation. Then it gives information about the sampling and data collection procedure, the measuring instruments, and strategy of data analysis. The second chapter provides information about the study constructs such as job crafting, WE, SRP, and quitting intentions. It also provides information about the theoretical framework to be used in the study.

The third chapter presents the conceptual model. This chapter further consists of hypotheses developed using the theoretical framework and evidence borrowed from the relevant studies. The fourth chapter is related to the methodology. The

methodology chapter consists of information about the sample selection strategy, data collection, the measuring instruments, pilot study, back-translation, and strategy of data analysis.

The fifth chapter presents the findings. That is, it illustrates the results about respondents' profile, validity and reliability of the measures, and hypotheses. The researcher discusses the findings appertaining to hypotheses and offers theoretical and practical implications in chapter 6. The researcher also offers limitations and future research associated with the empirical investigation conducted among flight attendants in Iran in chapter 6. Chapter 7, the last chapter of the thesis, gives an overview of the empirical study.

Chapter 2

LITERATURE REVIEW

This chapter explains the JD-R model which is used as the theoretical basis for developing the association between job crafting, WE, SRP, and quitting intentions. This chapter delineates a review of the empirical studies in the relevant literature that have centered upon job crafting, WE, SRP, and quitting intentions. This chapter also highlights the need for research about the consequences of job crafting in the air transport management literature.

2.1 The JD-R Model

2.1.1 The Health Impairment Process

The JD-R model is widely utilized to develop hypotheses about burnout and WE as mediators in the extant literature (e.g., Bakker & Demerouti, 2007, 2008; Karatepe & Olugbade, 2016). The JD-R model posits that either job demands or job resources are classified under the job characteristics (Bakker, Demerouti, & Schaufeli, 2003). Job demands consist of emotional demands, workload, emotional dissonance, and role ambiguity which are related to physical, social or organizational aspects of the job and result in physiological and/or psychological costs (Bakker, Demerouti, & Schaufeli, 2003). Employees with such demands are beset with heightened burnout that in turn engenders negative employee consequences such as lower organizational commitment and high levels of quitting intentions (Schaufeli & Bakker, 2004). What is explained above refers to the health-impairment process (Bakker et al., 2003; Karatepe & Nkendon, 2014).

Using the health-impairment process of the JD-R model, Karatepe and Nkendon (2014) reported that customer-related social stressors influenced propensity to leave and in- and extra-role performances through emotional exhaustion among hotel service workers in Cameroon. In support of the health-impairment process, Bakker, Demerouti, de Boer, and Schaufeli (2003) showed that burnout had an intervening role in the association between job demands and absence duration. Schaufeli and Bakker (2004) documented that job demands were linked to health problems and propensity to leave via burnout. Bakker, Demerouti, and Schaufeli (2003) also reported that health problems had an intervening role in the association between job demands and absenteeism and turnover.

2.1.2 The Motivational Process

Job resources include social support such as coworker support and supervisor support and autonomy, training, performance feedback, and supervisory coaching that include physical, social, psychological or organizational aspects of the job (Karatepe & Olugbade, 2016; Karatepe & Vatankhah, 2014; Schaufeli & Bakker, 2004). These job resources can mitigate job demands and bolster employees' learning and future gains (Bakker & Demerouti, 2008; Schaufeli & Salanova, 2008). Employees with job resources are energetic, inspired by the job, and have full concentration on the work. Therefore, these employees in turn exhibit desirable outcomes such as better job performance and low levels of quitting intent (Karatepe & Olugbade, 2016; Schaufeli & Bakker, 2004). What is explained above refers to the motivational process (Bakker, Demerouti, & Schaufeli, 2003).

2.1.3 WE as a Mediator in the JD-R Model

As a critical motivational variable, WE is represented by vigor, dedication, and absorption (Bakker & Demerouti, 2008; Schaufeli et al., 2002). Vigor is related to

“... high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties”, while dedication is related to “... a sense of significance, enthusiasm, inspiration, pride, and challenge” (Schaufeli et al., 2002, p. 74). Absorption, another component of WE, is related to “... being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli et al., 2002, p. 75). There are various writings that underscore the critical role of WE in predicting employees’ performance in the workplace (Bakker & Demerouti, 2008; Karatepe, 2013; Menguc, Auh, Fisher, & Haddad, 2013).

The findings lend empirical support to the mediating role (partial or full) of WE in the motivational process of the JD-R model. For example, Karatepe and Olugbade (2016) reported that several high-performance work practices (e.g., job security) influenced WE that in turn gave rise to low levels of absence intentions and high levels of SRP and creative performance among hotel service workers in Nigeria. Schaufeli and Bakker (2004) showed that WE had an intervening role in the association between job resources and quitting intentions. In Richardsen, Burke, and Martinussen’s (2007) study, WE was shown as a partial mediator between leadership and coworker support and organizational commitment. Schaufeli and Salanova (2008) also showed that job resources influenced proactive behavior only through WE.

Siu et al. (2010) reported that the linkage between family-friendly policies and work-family enrichment was fully mediated by WE. They demonstrated that WE acted as a full mediator between job autonomy and family-work enrichment. They further showed that WE partly mediated the impacts of supervisor support and job autonomy

on work-family enrichment and the influence of family support on family-work enrichment. Karatepe (2013) found that high-performance work practices (e.g., rewards) influenced WE that in turn activated service workers' job performance and extra-role service behaviors in the Romanian hotel industry. Xanthopoulou, Bakker, Heuven, Demerouti, and Schaufeli (2008) indicated that WE functioned as a full mediator of the influence of self-efficacy on flight attendants' performance (i.e., in-role and extra-role) at work.

Karatepe (2014) showed that as a personal resource, hope enhanced hotel customer-contact employees' in-role and extra-role performances as well as SRP only through WE in Romania. Karatepe (2012) showed that work social support exerted a positive influence on career satisfaction, SRP, creative performance, in-role performance only via WE among hotel customer-contact employees in Cameroon. Llorens, Bakker, Schaufeli, and Salanova's (2006) study indicated that the effects of job resources on organizational commitment were partly mediated by WE. Menguc et al.'s (2013) study indicated that the impact of supervisory feedback on service employee performances (as assessed by customers) was fully mediated by WE. Karatepe's (2015) recent study in the Turkish hotel industry also documented that WE linked family support to quitting intentions and in- and extra-role performances among customer-contact employees. In short, it seems that WE is the linkage between job resources and employee outcomes.

2.2 Job Crafting

As defined in the introduction chapter, job crafting refers to "the physical and cognitive changes individuals make in the task or relational boundaries in their work" (Wrzesniewski & Dutton, 2001, p. 179). According to this definition, employees can

amend their specific tasks or relationships at work. However, the definition for job crafting based on the precepts of the JD-R model is that employees can make changes in their jobs in terms of job demands and resources (Bakker et al., 2012). This is important because employees do this to align these changes with their abilities (Tims & Bakker, 2010). Employees can craft their jobs by increasing job resources and demands and decreasing job demands (Tims & Bakker, 2010). Employees may prefer to decrease job demands because these are hindrance stressors (LePine, Podsakoff, & LePine, 2005). Employees may prefer to increase job demands because these are challenge stressors and enable employees to have the potential to learn and have personal development and future gains (LePine et al., 2005). Employees may also prefer to increase job resources because these structural or social resources enable employees to be engaged in their work and carry out their duties successfully (Bakker et al., 2012). Optimization of job demands and resources makes employees work in a resourceful and challenging environment (Bakker & Demerouti, 2008; Bakker et al., 2012).

Few studies in the extant literature have examined the consequences of job crafting. For instance, Bakker et al. (2012) found that the influence of job crafting, as manifested by increasing social job resources (SOJR), increasing structural job resources (STJR), and increasing challenging job demands (CJD), on in-role performance was fully mediated by WE. Chen et al. (2014) found that person-job fit partly mediated the influence of job crafting on WE among hotel service workers in Taiwan. Tims, Bakker, and Derks (2013) also showed that employee job crafting impacted their well-being in terms of increased engagement and job satisfaction and reduced burnout. In short, it seems that the literature lacks empirical studies that

focus on the impact of job crafting on employees' well-being, performance, and turnover.

2.3 Job Outcomes

In this thesis, WE is treated as a motivational outcome of job crafting, while SRP and quitting intentions are the job outcomes of flight attendants. WE is also considered as a mediator between job crafting and these outcomes. However, when the relevant literature is examined carefully, there are empirical studies that consider in-role performance, job satisfaction, organizational commitment, extra-role performance, and career satisfaction as the outcomes of employees in customer-contact positions. Although these studies are not abundant in the air transport management literature, the relevant writings appear in the other service settings. Some of these studies are presented below.

Karatepe and Ağa (2012) reported that both job resourcefulness and customer orientation, as the two personal resources, positively influenced job satisfaction and organizational commitment and negatively affected quitting intentions only through WE in the Northern Cyprus bank industry. Paek, Shuckert, Kim, and Lee (2015) found that psychological capital positively influenced service workers' job satisfaction and organizational commitment directly and indirectly via WE in the hotel industry in Korea. Yeh's (2013) study in Taiwan indicated that WE partly mediated the relationship between tourism involvement and hotel employee job satisfaction in customer-contact positions. In the air transport management literature, it was reported that WE was a full mediator between relational psychological contracts and service performance among flight attendants in Taiwan (Yeh, 2012).

In addition, Moliner, Martínez-Tur, Ramos, Peiró, and Cropanzano (2008) found that the impacts of procedural justice and interactional justice on extra-role performance were fully mediated by WE among hotel employees in customer-contact positions in Spain. Salanova, Agut, and Peiró (2005) documented that WE served as a linkage between organizational resources and service climate for a sample of hotel and restaurant customer-contact employees in Spain. Likewise, Karatepe (2011b) illustrated that procedural justice was linked to organizational commitment as well as in- and extra-role performances among hotel employees in customer-contact positions in Nigeria.

2.4 Proposal of a Conceptual Model

Considering the gaps in the air transport management literature, this thesis proposes a model that consists of the impacts of job crafting and WE on quitting intentions and SRP. This thesis tests the effect of job crafting on WE. This thesis also gauges the intervening role of WE in the relationship between job crafting and the abovementioned outcomes. Testing such associations is likely to expand current knowledge about job crafting and WE because the air transport management literature lacks empirical research about job crafting and the mediating role of WE in this process.

The aforesaid relationships are developed through the principles of the motivational process of the JD-R model. As Bakker et al. (2012) convincingly argue, cognitive crafting represents passive side of job crafting in the work situation. Following the work of Bakker et al. (2012), we focus on three aspects of job crafting for flight attendants, which are SOJR, STJR, and CJD. The conceptual model as well as research hypotheses are presented and discussed in chapter 3.

Chapter 3

RESEARCH HYPOTHESES

The conceptual model is shown in chapter 3. This chapter furnishes information about the development of research hypotheses. The research hypotheses refer to the influence of job crafting on WE, the influence of WE on quitting intentions and SRP, and WE as a mediator between job crafting and quitting intentions and SRP. These relationships are developed based on the motivational process of the JD-R model and the findings in extant research.

3.1 Conceptual / Hypothesized Model

As presented in Figure 1, there are several relationships. Broadly speaking, the conceptual model proposes that job crafting, as manifested by SOJR, STJR, and CJD, activate flight attendants' WE. Flight attendants have higher energy, are enthusiastic, and have full concentration on their tasks when they are able to amend their jobs in terms of job demands and resources. The model also proposes that flight attendants with high levels of WE are less inclined to quit, while they demonstrate increased levels of SRP. These relationships refer to the mediating role of WE. In technical terms, WE mediates the impact of job crafting on SRP and quitting intentions.

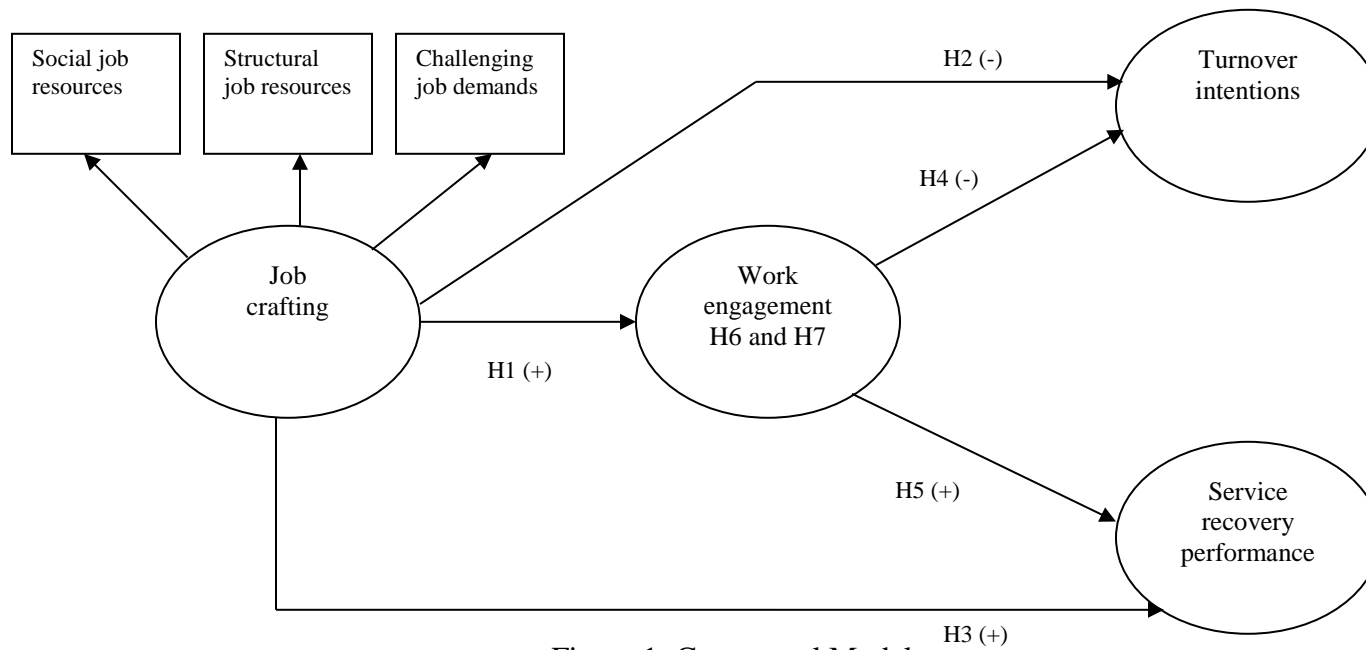


Figure 1: Conceptual Model

3.2 Hypotheses

3.2.1 Job Crafting

As the motivational process of the JD-R model suggests, job crafting enables employees to design their jobs in terms of job demands and resources. When flight attendants seek challenging demands, they are interested in more responsibility and challenging tasks (Van Den Heuvel, Demerouti, & Peeters, 2015). When flight attendants seek social and structural job resources, they ask for social support, advice, and training that provides learning opportunities. Under these circumstances, flight attendants stay engaged in their work.

As highlighted earlier, extant research presents a limited number of empirical studies about the association between job crafting and WE. The air transport management literature also lacks empirical research about the influence of job crafting on WE among flight attendants. Empirically, Bakker et al. (2012) reported that job crafting enabled employees to design their jobs and therefore led to higher levels of WE. Chen et al. (2014) also reported a positive association between job crafting and WE among hotel customer-contact employees. When flight attendants can craft their jobs based on job demands and resources considering their immediate needs in the workplace, they can handle passenger requests and problems better. Such employees are also likely to display lower quitting intent. Using the JD-R model and the relevant findings in extant research, it is hypothesized that:

H1: The higher the level of job crafting, the higher the level of flight attendants' WE.

H2: The greater the extent of job crafting, the lower the level of flight attendants' quitting intentions.

H3: The greater the extent of job crafting, the higher the level of flight attendants' SRP.

3.2.2 WE

Extant research reveals that WE is the most proximal variable to the performance-related outcomes (Karatepe, 2011b, 2013, 2014; Menguc et al., 2013). It has been reported that customer-contact employees in the hotel industry perform at elevated levels at work and exhibit extra-role performance when they are highly engaged in their work (Karatepe, 2013). Xanthopoulou et al. (2008) have reported that highly engaged flight attendants do not only carry out their routine tasks at work but also perform a number of activities that do not appear in their job descriptions. Karatepe's (2012) study has revealed that SRP, job performance, and creative performance are the immediate behavioral outcomes for customer-contact employees who display higher WE. Yeh's (2012) study has demonstrated a strong association between WE and service performance for flight attendants. Chen and Kao (2012) have also indicated that higher WE leads to higher in- and extra-role performances among flight attendants in Taiwan.

There are recent empirical studies that support the influence of WE on employees' performance outcomes. For instance, Karatepe (2015) showed that WE triggered customer-contact employees' job and extra-role performances. Karatepe, Beirami, Bouzari, and Safavi (2014) demonstrated that job performance was the outcome for highly engaged hotel customer-contact employees in Northern Cyprus.

In addition to the effect of WE on performance-related constructs, higher WE gives rise to lower quitting intent. Flight attendants who are energetic and dedicated and have full concentration on their work do not intend to quit. Empirically, Karatepe and Ngeche (2012) showed a negative linkage between these two constructs among customer-contact employees in Cameroon. Similarly, Karatepe (2015) reported that WE diminished customer-contact employees' quitting intentions. Past research also showed that WE mitigated quitting intentions (Schaufeli & Bakker, 2004). Based on what has been presented so far, it is hypothesized:

H4: The greater the extent of WE, the lower the level of flight attendants' quitting intentions.

H5: The greater the extent of WE, the higher the level of flight attendants' SRP.

3.2.3 WE as a Mediator

Bakker et al. (2012) documented that job crafting positively affected task performance only via WE. This finding showed that employees who were capable of crafting their jobs became engaged in their work and therefore performed well at work. Lending support to the work of Bakker et al. (2012), Van Den Heuvel et al. (2015) state, "... the job crafting intervention seems to have potential to enable employees to proactively build a motivating work environment and to improve their own well-being" (p. 1).

As proposed by the motivational process of the JD-R model, employees amend their jobs in terms of job demands and resources to establish a work environment where they are highly motivated. For example, employees who have challenging job demands may consider them as an opportunity to learn and gain new skills (Karatepe et al., 2014). Employees who obtain resources such as autonomy and training at

work are highly motivated to carry out the relevant tasks effectively (Karatepe, 2013). These employees are also less inclined to have quitting intent (Karatepe & Ngeche, 2012).

Flight attendants have to spend a great deal of time with passengers and deal with their requests and problems based on organizational standards (Yeh, 2012). They also do emotion work (Karatepe & Vatankhah, 2014). If they find job demands as challenges, they are motivated to handle these requests and problems. If they find that management invests in job resources, they are also motivated to manage such requests and problems. If they find that they can make changes in these demands and resources for learning, development, and growth, they are also motivated perform well. In addition, they do not intend to quit. Based on this, we advance the following hypotheses:

H6: WE will mediate the influence of job crafting on quitting intentions.

H7: WE will mediate the influence of job crafting on SRP.

Chapter 4

METHODOLOGY

This chapter explains why this study has used deductive approach. The sampling and data collection procedures are presented in chapter 4. This chapter gives information about how the survey instruments have been prepared and tested with pilot studies. This chapter also delineates information about the measures used and the strategy of data analysis.

4.1 Deductive Approach

The researcher uses the relevant theoretical underpinning(s), the results of past and recent studies, suggestions for future research that focus on voids in the literature, and/or meta-analytic studies. By doing so, the researcher can propose a conceptual model that consists of hypotheses. The hypotheses developed based on the abovementioned sources are gauged through a sample. Simply put, this process refers to deductive approach or reasoning (Graziano & Raulin, 1993).

Using deductive approach, this thesis proposes a conceptual model that tests the influence of job crafting on WE, the impact of WE on SRP and quitting intentions, and WE as a mediator in this process. What is done here is also in agreement with other studies that have focused on samples in the airline industry (e.g., Chen & Kao, 2012; Karatepe & Choubtarash, 2014; Karatepe & Vatankhah, 2014; Yeh, 2014).

4.2 Participants in the Empirical Study

The sample of this study was identified through judgmental sampling, a non-probability sampling technique. The sample identified and selected via judgmental sampling is assumed to represent the population of the interest (Churchill, 1995). Specifically, the sample consisted of flight/cabin attendants in the private airline companies in Iran. These employees frequently interact with passengers, do emotion labor, and are responsible for managing passenger requests and problems based on organizational standards (Karatepe & Vatankhah, 2014).

Data came from three private airline companies in Iran that had domestic and/or international flights. The researcher contacted management of these airline companies through a letter that explained the objectives of the empirical investigation and requested permission for data collection. After receiving permission from management of these companies, all flight attendants filled out all questionnaires during their briefing time in the central building of their company (Karatepe & Vatankhah, 2014).

Data from flight attendants were collected two weeks apart in three waves. Flight attendants' SRP was assessed by their pursers. As a result, this study used a temporal separation via a time lag and utilized multiple sources of data to control common method bias (Podsakoff et al., 2012).

All questionnaires had a cover page. This cover page explained the purpose of the study and stated that there were no right or wrong answers to the items. The items about respondents' profile appeared at the end of the questionnaire. All questionnaires were matched with each other via an identification code assigned for

each flight attendant. Each flight attendant filled out the questionnaires in the central building of the airline company. Each flight attendant placed the Time 1 questionnaire in an envelope, sealed the envelope and then put it in a designated box. This process was also done for the Time 2, Time 3, and purser questionnaires. This process led to confidentiality and anonymity. What has been done for data collection in this study is consistent with other similar studies that have focused on flight attendants or ground staff (Karatepe & Choubtarash, 2014; Karatepe & Vatankhah, 2014).

One hundred and sixty-eight Time 1 questionnaires were submitted to the managers in each airline company. One hundred and fifty-five questionnaires were retrieved. One hundred and fifty-five Time 2 questionnaires were distributed to these flight attendants. One hundred and forty Time 2 questionnaires were retrieved. Then 140 Time 3 questionnaires were distributed to the same flight attendants. As a result, 121 Time 3 questionnaires were returned. The response rate was 72%. The researcher also received 121 questionnaires from pursers.

4.3 The Measuring Instruments

4.3.1 Back-Translation and Pilot Studies

This study used four types of questionnaires. That is, the Time 1, Time 2, Time 3, and purser questionnaires were used to collect data from flight attendants. All questionnaires were prepared via the back-translation method (McGorry, 2000). The back-translation method requires at least two individuals fluent in Persian and English who participate in this process. Therefore, all questionnaires were originally prepared in English. Then the first academician fluent in Persian and English independently translated the questionnaires from English into Persian. The second

academician fluent in Persian and English also independently translated the questionnaires back to the original language (English). The researcher did not find any inconsistencies that resulted in mistranslations or loss of meaning.

This study conducted three pilot studies. Broadly speaking, each questionnaire was pretested with five flight attendants. The purser questionnaire was also pretested through five pursers. There was no need to make amendments in each questionnaire because flight attendants and their pursers did not report difficulty understanding the items.

4.3.2 Measures

This study used multiple-item indicators to assess the study variables. Each of the indicators of job crafting (i.e., SOJR, STJR, and CJD) was measured with five items. All items were taken from Tims, Bakker, and Derks (2012). WE was measured with nine items received from Schaufeli, Bakker, and Salanova (2006). SRP was operationalized with five items. These items were obtained from the work of Boshoff and Allen (2000). This study deployed three items to assess turnover intentions. These items came from the work of Singh, Verbeke, and Rhoads (1996).

Flight attendants were requested to respond to various statements about job crafting by indicating their perceptions on a five-point scale (1 = *never*, 5 = *very often*). Flight attendants were requested to respond to various statements about WE by demonstrating their perceptions on a seven-point scale (0 = *never*, 1 = *always*). They were also requested to respond to various statements about SRP and quitting intentions by indicating their perceptions on a five-point scale (1 = *strongly disagree*, 5 = *strongly agree*). All questionnaires are given in the Appendix in this thesis.

4.4 Strategy of Data Analysis

Respondents' profile was presented using frequency analysis. This study assessed the measurement and structural (conceptual) models with LISREL 8.30 (Joreskog & Sorbom, 1996). For the measurement model, confirmatory factor analysis was deployed for convergent and discriminant validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). Internal consistency reliability was assessed based on composite reliability and coefficient alpha (Bagozzi & Yi, 1988; Nunnally, 1978). For the structural model, structural equation modeling was deployed for assessing the relationships. Before this, the fully and partially mediated models were compared through the χ^2 difference test (Karatepe, 2013; Karatepe & Vatankhah, 2014). The Sobel test was deployed for the assessment of the mediating effects. The summary statistics and correlations were also reported.

For the model fit statistics, "... the overall χ^2 measure, comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR)..." (Karatepe, 2015, p. 456) were utilized.

Chapter 5

RESULTS

This chapter furnishes the findings of the study whose data have been collected from flight attendants and their pursers. This chapter reports the subject profile ($n = 121$). This chapter also reports the results pertaining to the six-factor measurement model and the hypothesized model that consists of seven hypotheses.

5.1 Respondents' Profile

As expected, the number of female flight attendants is greater than that of male flight attendants (see Table 1). Broadly speaking, 73 (60%) flight attendants were female, while the rest were male flight attendants. The preponderance of the sample was well-educated. One hundred (83%) flight attendants had four-year college degrees or better degrees. The rest possessed secondary and high school education or two-year college degrees. Sixty-eight (56%) respondents were aged between 28 and 37 years, while 36 (30%) respondents were aged between 18 and 27 years. The rest were older than 37 years. The sample contained 90 (74%) respondents who had tenures between one and ten years. While ten (8%) respondents had tenures less than one year, the rest (17%) had reported tenures longer than ten years. The majority of the respondents (69%) were single or divorced.

Table 1: Subject Profile ($n = 121$)

Variables	# of respondents'	valid percentage
Age		
18-27	36	29.8
28-37	68	56.2
38-47	15	12.4
48-57	2	1.6
Gender		
Male	48	39.7
Female	73	60.3
Education		
Secondary and high school	3	2.4
Two-year college degree	18	14.9
Four-year college degree	70	57.9
Graduate degree	30	24.8
Organizational tenure		
Less than 1 year	10	8.3
1-5	48	39.7
6-10	42	34.7
11-15	18	14.9
16-20	1	0.8
Longer than 20 years	2	1.6
Marital status		
Single or divorced	83	68.6
Married	38	31.4

5.2 Measurement Model

The results of confirmatory factor analysis showed that the six-factor measurement model with 32 items did not fit the data acceptably. Therefore, one item each from the STJR and SRP measures, two items from the CJD measure, and three items from the WE measure were discarded. Correlation measurement errors and loadings below 0.50 were responsible for such an elimination of items. After this stage, the six-factor measurement model fit the data well ($\chi^2 = 358.24$, $df = 256$; $\chi^2 / df = 1.40$; CFI = 0.93; PNFI = 0.70; SRMR = 0.065; RMSEA = 0.058). All loadings were above 0.50. They were also significant. The average variances extracted ranged from 0.50 to 0.85. In short, all measures possessed convergent validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

Discriminant validity was corroborated because all average variances extracted were greater than their shared variances. Hence, all measures possessed discriminant validity (Fornell & Larcker, 1981). In addition, all composite reliabilities were greater than 0.60 and all coefficient alphas were higher than 0.70. According to these findings, all measures were reliable (Bagozzi & Yi, 1988; Nunnally, 1978). Table 2 presents summary statistics and correlations. All correlations were significant, excluding the one between SOJR and SRP.

Table 2: Summary Statistics and Correlations

Variables	1	2	3	4	5	6
1. Structural job resources	-					
2. Social job resources	0.487**	-				
3. Challenging job demands	0.491**	0.482**	-			
4. Work engagement	0.408**	0.363**	0.370**	-		
5. Turnover intentions	-0.349**	-0.237**	-0.195*	-0.406**	-	
6. Service recovery performance	0.306**	0.114	0.344***	0.250**	-0.204*	-
Mean	4.26	3.73	3.64	4.39	2.59	3.73
Standard deviation	0.75	1.04	0.97	1.24	1.28	0.83

Notes: * $p < .05$, ** $p < .01$ (one-tailed test)

5.3 Hypothesized Model

Table 3 presents the findings about the interrelationships of job crafting, WE, quitting intentions, and SRP. Before this, the partially mediated model ($\chi^2 = 150.74$, $df = 97$) was compared with the fully mediated model ($\chi^2 = 165.82$, $df = 99$). The results were supportive of the partially mediated model ($\Delta\chi^2 = 15.08$, $\Delta df = 2$, significant). The model fit statistics for the partially mediated model was as follows: ($\chi^2 = 150.74$, $df = 97$; $\chi^2 / df = 1.55$; CFI = 0.94; PNFI = 0.71; SRMR = 0.062; RMSEA = 0.068).

Job crafting, as manifested by STJR, SOJR, and CJD, exerts a positive influence on WE ($\gamma = 0.54$, $t = 5.22$) (see Table 3). The empirical data support hypothesis 1. Job crafting also negatively influences quitting intentions ($\gamma = -0.23$, $t = -1.89$) and positively affects SRP ($\gamma = 0.39$, $t = 2.87$). These findings support hypotheses 2 and 3.

The empirical data also support hypothesis 4 because WE is negatively associated with quitting intentions ($\beta = -0.33$; $t = -2.93$). Contrary to our prediction, hypothesis 5 is not supported because WE is not significantly associated with SRP ($\beta = 0.06$, $t = 0.50$).

The Sobel test result indicates that WE is a partial mediator between job crafting and quitting intentions ($z = -2.62$). Hence, the empirical data support hypothesis 6, whereas hypothesis 7 is not supported by the empirical data. The results explain 29% of the variance in WE, 24% in quitting intentions, and 18% in SRP.

Table 3: Main Results

Research hypotheses	Estimate	t-value
H1 Job crafting → Work engagement (γ)	0.54	5.22
H2 Job crafting → Turnover intentions (γ)	-0.23	-1.89
H3 Job crafting → Service recovery performance (γ)	0.39	2.87
H4 Work engagement → Turnover intentions (β)	-0.33	-2.93
H5 Work engagement → Service recovery performance (β)	0.06	0.50
Structural job resources ← Job crafting (λ)	0.57	8.41
Social job resources ← Job crafting (λ)	0.67	6.91
Challenging job demands ← Job crafting (λ)	0.65	7.33
	z-score	
H6 Job crafting → Work engagement → Turnover intentions	-2.62	
R ² for:		
Work engagement	0.29	
Turnover intentions	0.24	
Service recovery performance	0.18	

$\chi^2 = 150.74$, $df = 97$; $\chi^2 / df = 1.55$; CFI = 0.94; PNFI = 0.71; SRMR = 0.062; RMSEA = 0.068

Notes: T-values: one-tailed test $t > 1.65$, $p < 0.05$; and $t > 2.33$, $p < 0.01$. CFI = Comparative fit index; PNFI = Parsimony normed fit index; SRMR = Standardized root mean square residual; RMSEA = Root mean square error of approximation.

Chapter 6

DISCUSSION

6.1 Summary of Findings

This thesis set out to test the interrelationships of job crafting, WE, quitting intentions, and SRP. Broadly speaking, this thesis gauges the influence of job crafting on WE, quitting intentions, and SRP, the impact of WE on quitting intentions and SRP, and WE as a mediator in this process. Data came from flight attendants two weeks apart in three waves and their pursers in Iran, which is an underrepresented country in the air transport management literature (cf. Karatepe & Vatankhah, 2014). The findings seem to be supportive of the interrelationships of job crafting, WE, quitting intentions, and SRP (Bakker et al., 2012; Karatepe, 2012; Karatepe & Ngeche, 2012). However, the empirical data do not support the association between WE and SRP and WE as a mediator between job crafting and SRP.

6.2 Theoretical Implications

Using the tenets of the motivational process of the JD-R model, it is proposed that flight attendants can make amendments in the jobs in terms of job demands and resources (Bakker et al., 2012). For example, flight attendants can take advantage of their past and recent experiences with passengers in different service encounters and request management to focus more on STJR. That is, training programs that focus on developing flight attendants' capabilities in the management of passenger requests and problems are needed. Under these circumstances, they feel comfortable and

ready to have challenging tasks (for example CJD) and see them as an opportunity to learn and have future gains (Crawford, LePine, & Rich, 2010). Flight attendants can also ask for work social support (for example SOJR) emerging from supervisors and coworkers. Though management is unaware of this need, flight attendants can come up with such a request. These enable flight attendants to craft their jobs based on job demands and resources.

The finding appertaining to the influence of job crafting on WE is consistent with our prediction and limited studies in extant research (Bakker et al., 2012; Chen et al., 2014). Flight attendants display higher WE when they have the opportunity to craft their jobs. Such flight attendants display better SRP, while they do not intend to quit. These findings receive support from the work of Bakker et al. (2012). The findings contribute to the air transport management literature because what is known about the simultaneous influences of STJR, SJR, and CJD on WE, quitting intentions, and SRP is in its infancy stage.

The findings highlight the critical role of WE as a mediator between job crafting and quitting intentions. Flight attendants are less likely to quit when they are able to make changes in their jobs and therefore stay engaged in their work. Though recent studies show that WE has an intervening role in the relationship between job crafting and in-role performance (Bakker et al., 2012), the findings of this thesis do not support this. Specifically, the findings suggest that WE is a not a mediator between job crafting and SRP because WE does not significantly influence SRP.

There are at least two explanations for the abovementioned finding. First, SRP is a performance outcome that is associated with flight attendants' abilities and actions

used to manage passenger requests. Flight attendants who have the opportunity to amend their jobs through job demands and resources find that they can respond to various needs and problems quickly. Under these circumstances, it seems that they can manage passengers' requests and problems without being highly engaged in their work. Second, although the fully mediated model demonstrates that job crafting is linked to SRP through WE, the partially mediated model proves to demonstrate a better fit, and job crafting is directly linked to SRP. Therefore, job crafting might have attenuated the size of the influence of WE on SRP.

6.3 Implications for Practice

According to the findings given above, job crafting alleviates flight attendants' quitting intentions and fosters their SRP and WE mediates the influence of job crafting on quitting intentions. STJR, SOJR, and CJD are significant indicators of job crafting. Based on these findings, this thesis offers several implications for practice that may be useful in the airline industry. First, management needs to create a climate that enables flight attendants to craft their jobs. For example, flight attendants can request more responsibility from their pursers to respond to passenger needs and requests quickly. They can ask for advice from coworkers to facilitate the decision-making process. They can be interested in learning new things at work, and supervisors/pursers should be ready to give such information to these flight attendants. They can also go the extra-mile to make sure that passengers leave the company being satisfied with all services. To do this, flight attendants should work in an environment where they are allowed to craft their jobs in terms of job demands and resources (cf. Vogt, Hakanen, Brauchli, Jenny, & Bauer, 2015).

Second, management needs to organize training programs to motivate flight attendants to be engaged in their work. These training programs can also motivate them to display diminished quitting intentions and higher SRP. For instance, flight attendants can learn the critical role of job crafting in the management of passenger requests and problems. Since flight attendants are aware of these requests and problems, they can come up with changes in the elements of their jobs (i.e., resources and demands) so that they can experience a significant meaning of it (Bakker, 2010).

Third, management can utilize case studies to make sure that every passenger request and complaint is responded and solved based on organizational standards. When these standards are combined with flight attendants' input, management can retain a pool of satisfied and loyal passengers. What is offered as implications for business practice also decreases flight attendants' proclivity to quit because each of these implications shows that management invests in human resources with intent to deliver quality services to passengers.

6.4 Limitations and Future Research

This thesis contributes to existing knowledge by examining the interrelationships of job crafting, WE, quitting intentions, and SRP. However, as observed in all empirical studies, there are limitations that should be highlighted and these limitations underscore a need for future research. First, this thesis deployed WE as a mediator. Job embeddedness is an employee retention strategy (Karatepe & Ngeche, 2012) and can be treated as a mediator. That is, future research can test job embeddedness as a mediator of the influence of job crafting, as manifested by STJR, SOJR, and CJD, on quitting intentions and SRP.

Second, this thesis included SRP and quitting intentions as the potential outcomes of job crafting and WE in the model. Although these are critical outcomes as perceived by flight attendants and management, future research can utilize outcomes such as team performance and passengers' perceptions of service quality so that it adds to what is already known about the consequences of job crafting. Third, data came from flight attendants in Iran. Iran is an underrepresented country in the air transport management literature (cf. Karatepe & Vatankhah, 2014). However, using data from a single industry in a single country limits the issue of generalizability. To overcome such a limitation, future research can consider a cross-national study.

Fourth, as recommended in a number of empirical studies, replication studies in different industrial settings (e.g, banks and hotels) are needed for enriching the current database about the relationships tested in this thesis.

Chapter 7

CONCLUSION

The current thesis investigated the interrelationships of job crafting, WE, quitting intentions, and SRP through data gathered from flight attendants and their pursers in the airline industry. Specifically, the present thesis examined the impacts of the joint impacts of STJR, SOJR, and CJD on WE, quitting intentions, and SRP, the effect of WE on quitting intentions and SRP, and WE as a mediator in these relationships. Unlike plenty of empirical studies in the air transport management literature, this thesis collected data in Iran.

As hypothesized, STJR, SOJR, and CJD jointly influence flight attendants' WE. If flight attendants are given an opportunity to design their jobs, they have higher energy and feel dedicated and have full concentration on what they are doing. The design of the jobs refers to what they do in the jobs and how they do it (Bakker, 2010). In simple terms, flight attendants display higher WE when they become active job crafters. As stated by Bakker et al. (2012), employees who have an opportunity to design their jobs can "... try to align their work conditions to their own needs and abilities" (p. 1364). Having the opportunity to make changes in the job also results in lower quitting intentions and higher SRP. Flight attendants who are able to craft their jobs and create an environment with job resources and challenges necessary for an effective service operation feel that management invests in human resources and considers the importance of delivery of service quality. If

this is the case, they intend to remain with the organization. They are also motivated to handle passenger requests and problems successfully.

As expected, WE alleviates flight attendants' quitting intentions and WE mediates the impact of job crafting on quitting intentions. That is, job crafting is linked to quitting intentions directly and indirectly through WE. This is in agreement with the JD-R model that active job crafters or the ones who can craft their jobs by making changes in resources and demands display higher WE. Such employees in turn exhibit lower quitting intentions.

In closing, the present study offers theoretical implications as well as several useful implications for practice in the airline industry. The current study also gives the limitations of the study that highlight a need for future research.

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APPENDIX

Appendix A: Questionnaires

A FIELD STUDY IN THE AIRLINE INDUSTRY

Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your company fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Aram Eslamlou through her e-mail address: arameslamlou@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe
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SECTION I.

Please indicate how often you are engaged in each of the behaviors below by crossing the number using the following five-point scale:

- (1) never
- (2) seldom
- (3) regularly
- (4) often
- (5) very often

1. I try to develop my capabilities.	1	2	3	4	5
2. I try to develop myself professionally.	1	2	3	4	5
3. I try to learn new things at work.	1	2	3	4	5
4. I make sure that I use my capacities to the fullest.	1	2	3	4	5
5. I decide on my own how I do things.	1	2	3	4	5
6. I ask my purser to coach me.	1	2	3	4	5
7. I ask whether my purser is satisfied with my work.	1	2	3	4	5
8. I look to my purser for inspiration.	1	2	3	4	5
9. I ask others for feedback on my job performance.	1	2	3	4	5
10. I ask colleagues for advice.	1	2	3	4	5
11. When an interesting assignment comes along, I offer myself proactively as assignment coworker.	1	2	3	4	5
12. If there are new developments, I am one of the first to learn about them and try them out.	1	2	3	4	5
13. When there is not much to do at work, I see it as a chance to start new assignments.	1	2	3	4	5
14. I regularly take on extra tasks even though I do not receive extra salary for them.	1	2	3	4	5
15. I try to make my work more challenging by examining the underlying relationships between aspects of my job.	1	2	3	4	5

SECTION II.

Please indicate your answer by placing a (√) in the appropriate alternative.

1. How old are you?

- 18-27 ()
- 28-37 ()
- 38-47 ()
- 48-57 ()

2. What is your gender?

- Male ()
- Female ()

3. What is the highest level of working in education you completed?

- Secondary and high school ()
- Vocational school (two-year program) ()
- University first degree ()
- Master or Ph.D. degree ()

4. How long have you been this airline company?

- Under 1 year ()
- 1-5 years ()
- 6-10 years ()
- 11-15 years ()
- 16-20 years ()
- Longer than 20 years ()

5. What is your marital status?

Single or divorced ()

Married ()

Thank you for your cooperation.

A FIELD STUDY IN THE AIRLINE INDUSTRY

Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your company fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Aram Eslamlou through her e-mail address: arameslamlou@yahoo.com.

Thank you for your kind cooperation.

Research Team:

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Aram Eslamlou

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Gazimagusa, TRNC

Via Mersin 10, Turkey

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

- (0) Never
- (1) Almost never (a few times a year or less)
- (2) Rarely (once a month or less)
- (3) Sometimes (a few times a month)
- (4) Often (once a week)
- (5) Very often (a few times a week)
- (6) Always (Every day)

01. At my work, I feel bursting with energy.	0	1	2	3	4	5	6
02. At my job, I feel strong and vigorous.	0	1	2	3	4	5	6
03. I am enthusiastic about my job.	0	1	2	3	4	5	6
04. My job inspires me.	0	1	2	3	4	5	6
05. When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
06. I feel happy when I am working intensely.	0	1	2	3	4	5	6
07. I am proud of the work that I do.	0	1	2	3	4	5	6
08. I am immersed in my work.	0	1	2	3	4	5	6
09. I get carried away when I am working.	0	1	2	3	4	5	6

Thank you for your cooperation.

A FIELD STUDY IN THE AIRLINE INDUSTRY

Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your company fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Aram Eslamlou through her e-mail address: arameslamlou@yahoo.com.

Thank you for your kind cooperation.

Research Team:

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Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

1. It is likely that I will actively look for a new job next year.	1	2	3	4	5
2. I often think about quitting.	1	2	3	4	5
3. I will probably look for a new job next year.	1	2	3	4	5

Thank you for your cooperation.

A FIELD STUDY IN THE AIRLINE INDUSTRY

Dear Respondent:

The purpose of this research is to obtain information regarding flight attendants' performance under your supervision. Therefore, each questionnaire (to be self-administered by you) will belong to each flight attendant who is supervised by you.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your company fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Aram Eslamlou through her e-mail address: arameslamlou@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe
Aram Eslamlou

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

1. Considering all the things this flight attendant does, he/she handles dissatisfied passengers quite well.	1	2	3	4	5
2. This flight attendant doesn't mind dealing with complaining passengers.	1	2	3	4	5
3. No passenger this flight attendant deals with leaves with problems unresolved.	1	2	3	4	5
4. Satisfying complaining passengers is a great thrill to this flight attendant.	1	2	3	4	5
5. Complaining passengers this flight attendant has dealt with in the past are among today's most loyal passengers.	1	2	3	4	5

Thank you for your cooperation.