

**The Effect of Nepotism/ Favoritism on Flight
Attendant's Emotional Exhaustion and Job
Performance: The Moderating Role of Psychological
Capital**

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ABSTRACT

This study proposes and examines a conceptual model that is supported by the Conservation of Resources (COR) theory. The model tests the effect of nepotism/favoritism on flight attendant's emotional exhaustion and job performance. And it tests emotional exhaustion as a mediator in the relationship between nepotism/favoritism and job performance. Likewise, the model investigates the moderating role of psychological capital between emotional exhaustion and job performance. Data obtained from arriving and departing flight attendants at Queen Alia International Airport (QAIA) in Jordan, to measure the mentioned relationships by using SPSS version 22. The outcomes from the correlation and regression analysis suggest that all relationships were significant. The outcomes also present that nepotism/favoritism has positive effect to emotional exhaustion and negative effect to job performance. The outcomes further suggest that the mediation role of emotional exhaustion is rejected. Interestingly, the outcomes propose that psychological capital is fully moderating the relationship between emotional exhaustion and job performance. The results were discussed, and the recommendations were given to the management to enhance the level of psychological capital and to follow the true human resource practices in recruitment and selection. Limitations and future studies were discussed.

Keywords: Nepotism/Favoritism, Emotional Exhaustion, Job Performance, Psychological Capital, Flight Attendants, Jordan.

ÖZ

Bu çalışma, Kaynakların Korunması (COR) teorisi tarafından desteklenen bir kavramsal modeli inceler. Bu model adam kayırma / ayrımcılık yapmanın uçuş görevlilerinin duygusal tükenmişlik ve iş performansı üzerinde ki etkisini test etmektedir. Ve testler duygusal tükenmenin arabulucu olarak ayrımcılık / adam kayırma iş performansı arasındaki ilişkisini ölçmektedir. Aynı şekilde, bu model psikolojik sermayenin duygusal tükenme ve iş performansı arasındaki ılımlı rolünü incelemektedir. Bu çalışmada ki bilgiler Ürdün' ün Queen Alia Uluslararası Havalimanında (QAIA) çalışan gidiş ve geliş uçuşlarındaki uçuş görevlilerinden elde edilen verilerden oluşmaktadır, toplanılan veriler SPSS 22 programı kullanılarak belirtilen ilişkileri ölçülmüştür. Korelasyon ve regresyon analizi sonuçları tüm ilişkileri önemli ve anlamlı olduğunu göstermektedir. Sonuçlar aynı zamanda adam kayırmacılık / ayrımcılık 'ın duygusal tükenmeye (pozitif) olumlu etki yapmakta olup, öte yandan iş performansına (negatif)olumsuz etkisi olduğu bulunmuştur. Ayrıca sonuçlar, duygusal tükenme' nin arabuluculuk rolünü reddetmiştir. İlginçtir ki, sonuçlar psikolojik sermayenin tamamen duygusal tükenme ve iş performansı arasındaki ilişkiyi ılımlı rol oynadığı önermektedir. Sonuçlar, psikolojik kazanımların düzeyini artırmak için personel seçimi ve işe alma döneminde doğru insan kaynakları uygulamalarını takip etmek yönetimi ve uygulanması hususunda tartışılmış ve önerilerde bulunmuştur. Çalışmada bulunan sınırlamalar gelecekte yapılacak çalışmalar tartışıldı.

Anahtar Kelimeler: Ayrımcılık yapmak/ Adam kayırmak, Duygusal Tükenmişlik, İş Performansı, Psikolojik Kazanımlar, Uçuş görevlileri , Ürdün.

DEDICATION

TO MY FATHER AND MOTHER

MY BROTHER AHMAD

&

MY NIECE AND NEPHEW

DARINA AND YAHYA

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LIST OF ABBREVIATIONS

JOD	Jordanian Dinar
LCC	Low Cost Carriers
FSA	Full Service Airlines
RJ	Royal Jordanian Airlines
QAIA	Queen Alia International Airport
COR	Conservation of Resources theory
HR	Human Resource
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
GDP	Gross domestic product

Chapter 1

INTRODUCTION

1.1 Study Background

As the fierce of competition between commercial airlines is growing and increasing every day, the necessity of recruiting professional, appropriate and trained personnel is extremely needed to provide the best possible service and to get success and cope with this intense competition. Commercial airline flight attendants are considered as the frontline employees in airline industry, and they are the ones who mostly shape the image and reputation of airlines, due to the massive duties they are required to do. Flight attendants are required to reflect a genuine positive attitude while they are in duty, even while dealing with hard incidents like facing arrogant or aggressive passengers (Chen & Kao, 2012).

However, flight attendants may encounter other types of pressures that can affect the surrounding work environment and consequently cause a high rates of stress and exhaustion (Chen & Kao, 2012). These pressures vary from work related problems (Macdonald et al., 2003; Maymand et al., 2012) to managerial related practices (Jain, 2005, p. 499-500). Work related problems involve issues that usually result in exhaustion to flight attendants such as, rostering, fatigue, flu, long haul flights, short rest, and working with inefficient coworkers (Macdonald et al., 2003; Maymand et al., 2012). Yet, work related problems can result from unprofessional managerial

practices. These unprofessional managerial practices include shallowness of organizational culture, where number managers give contradictory orders. Also unfair decisions, like withdrawing some incentives to flight attendants. And it includes nepotism & favoritism that are among these pressures (Wordpress, 2014), and it may result in influencing flight attendants' capabilities to provide the service inefficiently and ineffectively, as the way they should perform (Abdalla, Magharabi & Raggad, 1998; Daskin, 2015; Nadeem et al., 2015).

1.2 Problem Statement

Nepotism and favoritism practices are defined as the act of giving relatives and friends the preference in term of employment and promotion (Arasli & Tumer, 2008) and they are considered as being unprofessional practices (Abdalla, Magharabi & Raggad, 1998; Arasli & Tumer, 2008). These practices are reasons for increasing pressure on flight attendants. And can be reasons of influencing flight attendants to think that they are working in an unfair environment, and result in losing their trust with the management, then affect their job performance negatively (Büte, 2011). Subsequently, this can affect the airline corporation's income and reputation (Bakker et al., 2004).

Additionally, nepotism and favoritism can be a major reason to make flight attendants suffer from high degrees of emotional exhaustion (Arasli & Tumer, 2008; Arasli, Bavik & Ekiz, 2006). As for example flight attendants may feel that their competencies are ignored, thus their chances to be promoted will be limited (Abdala, Maghrabi & Al-Dabbagh, 1994; cited in Büte, 2011). This huge amount of flight attendants' burnout and stress cause negative results to airline corporations because it will reflect badly to their work and their "discretionary behavior" (Bakker et al,

2004). Therefore the impacts of emotional exhaustion on job performance, are probably to be dependent on individual moderating factors (Chen & Kao, 2012). Therefore, the existence of such positive indicators like psychological capital indicators can reduce exhaustion impact over job performance (Abbas & Raja, 2015) that is another reason to justify using psychological capital as a moderator among that negative relationship.

1.3 Methodology

A quantitative research is adopted with 300 questionnaires distributed to flight attendants. The data collected is analyzed with SPSS version 22. Study uses the random sampling technique which does not focus on a selecting bias. As well the advantage of utilizing this technique, because it is free of categorization mistakes, also it is much easier to translate the collected data (Abubaker & Ilkan, 2015).

This thesis will implement Conservation of Resources theory (COR) that concentrates on decisive implications of how employees who work in the hospitality industry can develop the relationship between favoritism/nepotism and emotional exhaustion. As the theory lets employees to seek, obtain, and preserve important resources (Hobfoll, 2001).

1.4 Aims of the Study

The study examines the impact of nepotism and favoritism on flight attendants' emotional exhaustion and job performance with the moderating role of psychological capital of flight attendants in Jordan. Nepotism/ Favoritism is a common behavior in the small countries (Arasli & Tumer, 2008) such as Jordan. So, it would be interesting to measure the negative effects of this issue on the emotional exhaustion and job performance. Moreover, it should be noted that psychological capital to the best of my knowledge hasn't been used in the studies that have been conducted in the

airline industry. So, the study aims also to diagnose the impact of psychological capital to reduce the negative impact of emotional exhaustion on job performance.

1.5 Structure of Content

This work contains 7 chapters, starting from introduction chapter 1 which clarifies the topic of the study and aims. Chapter 2 involves literature review that goes through and identifies the key factors of the study and proposed hypothesis. While for chapter 3 the author introduces a view about aviation industry in the world, middle-east and in Jordan. Chapters 4, 5, 6 and 7 will include methodology, results, discussion, and conclusion consecutively.

Chapter 2

LITREATURE REVIEW

2.1 Nepotism and Favoritism

The two terms nepotism and favoritism are considered to be common forms of preferential treatment (Büte, 2011), which is known as a “*form of corruption*” that exists in the process of decision making (Kayabası, 2005: 56 cited in Büte, 2011). Although, that they are considered as forms of corruption, there are many countries around the world accept this kind of behavior and consider it to be associated with the social norms of solidarity and loyalty, while bribery which is a form of corruption too is considered to be illegal and punishable by law (Loewe et al., 2007: 21). Still nepotism and favoritism are also considered as a big problem to the public organization (Büte, 2011) and though to the private sector such as in banking and hospitality industries (Arasli & Tumer, 2008; Arasli, Bavik & Ekiz, 2006).

Oktaç (1983) clarified that preferential treatment as a norm of recrudescence of certain criteria, like coming from the same school, place political propensity, the relationships in organizational entities, or in dealings with these entities and public environment, therefore these practices replace the right human resource (HR) practices in employment and promotion. Nepotism which is a form of preferential treatment is derived from a Latin word nepot/nepos which means nephew, and the word nepotism defined as an unjust form of practice where a person uses his authority to grant jobs and other favors to relatives (Abdalla et al., 1998). One of the

famous historical and political practices of nepotism was when a relative of a man in power ascends without having any adequate qualifications, that is when the Prime Minister of the United Kingdom Robert Arthur Talbot employed his nephew to a high position as a Chief Secretary for Ireland, where it was seen an act of nepotism (<https://www.wikipedia.org/>).

Another form of preferential treatment is favoritism, which is defined by Arasli and Tumer (2008) as the state of an exceptional treatment to friends, colleagues and acquaintances during hiring new employees, occupation and making decisions. And it also means, that favoritism is a way of preferring a group or individuals at work instead of other individuals. Loewe et al (2007) also defined favoritism as when the solid relationships and bonds, with close friends and acquaintances lead to a preferential kind of treatment.

Although the existence of similarities between nepotism and favoritism, but there are differences between the two forms, as nepotism is a form of preferential treatment to relatives as blood bonds play the crucial role of practicing such treatments (Büte, 2011). Favoritism is the act of preferring close friends and acquaintances (Arasli & Tumer, 2008). In addition, the term nepotism many researchers have related it to the family businesses but there are other researchers who claim that it is still expanding in giant corporations especially in American and European businesses (Kiechel, 1984., cited in Abdalla, Magharabi & Raggad, 1995). Also, favoritism is common in all kind of businesses, especially among those big corporations, due to the big number of employees (Abdalla et al., 1998; Arasli & Tumer, 2008). As it is of human nature to interact and to be attracted to other people whom they share mutual interests and can build with them a sort of close relationships (Morettini, 2006).

In Jordan, where the data of this study was collected nepotism and favoritism are known as “wasta” which means connection, as business people there use it for the purpose to compete. While using nepotism/favoritism is important for achieving their individual interests, and it is a societal positive norm rather than negative implications in many Arab societies. Exploiting it is individually sensible, but totally harmful (Loewe et al., 2007).

Nepotism/favoritism is harmful, especially when a third person is concerned; for example, when a public or private manager uses her/his position to distribute the resources of someone else to a friend or to a relative (loewe et al., 2007: 20). But what distinct nepotism/favoritism from other forms of corruption that this kind of treatment depends on the relationships with friends and relatives and also depends on common trust, unlike bribery which is, for example, considered as granting money, gifts or anything valuable that can match the size of favor the other part will do (loewe et al., 2007: 21).

Nepotism/favoritism can be advantageous to any business. Ewing (1965) demonstrated that a big number of the questioned eight thousand chiefs who have been questioned in his study were interested in some good advantages of having relatives and friends in management. Ford and McLaughlin (1986) categorized the advantages of favoritism and nepotism into precise regular and expansive categories. That contain the need of working in such a warm environment that include relatives and friends, in a more advanced communications, durability and flexibility which is related to managerial executions and also have an approval from public and consumers to this type of organizations.

Dailey and Reuschling (1980) specified essential advantages for nepotism, as follows:

- Nepotism can be beneficial to small and family businesses due to providing an effective method to recognize committed employees to the company
- Practicing nepotism brings consideration to all new employees who can be affective to the company simply due to their blood bonds with current employees.
- Nepotism can lead to job satisfaction and morale due to its impact on strengthening the family work environment.

All these advantages supported nepotism/favoritism as a perfect approach to magnetize and possess comparatively inexpensive, devoted, and obliged employees (Abdalla, Magharabi & Raggad, 1995).

On the other hand nepotism/favoritism have more disadvantages and much more harms on the work environment, and it can be negative and problematic to the “nepotee” or the favored person him/herself (Kiechel, 1984). This can happen if the “nepotee” or the favored person who has been employed by the executives is not competent enough and suitable to the position he/she is hired to (Kiechel, 1984). Ford and McLaughlin (1986) asserted that disadvantages of nepotism/favoritism can be into a categorization that encompasses some general areas. The first area is that nepotism/favoritism has a negative influence on the morale of any employee. The second area is that the propensity of family issues will be blinded up with the decisions that are concerned and related to business. The third area is about when having people who are uncertain if they were promoted, hired or received a rise because of their real efficient performance or due to their relationship with management.

Consequently, it is probable that such workers, who have been employed due to their relationships and ties with administrators, may not have a sufficient knowledge, experience, qualifications, and job skills, so they may not do their job as good as competent candidates. That can devastate the fairness, motivation and harmony of the organization, especially if it came along with inefficient and insufficient training (Arasli & Tumer, 2008). Also, nepotism/favoritism can cause a conflict between family members, relatives, or friends inside the organization. likewise, conflicts can happen when a hardworking and skillful employee and/or supervisor is being ignored for the sake of those who have relatives and friends in the administration (Abdalla, Magharabi & Raggad, 1995).

Thus, in the airline industry, the practices of nepotism/favoritism can also be harmful and disadvantageous to the airline's work environment, and leads to a very bad perception of the airline's image which subsequently can affect the financial income of the airline. Flight attendants are considered as frontline employees within airlines, and the ones who can draw a significant image about their airline (Macdonald et al., 2003). Flight attendants can be affected by any kind of internal or external incidents (Chen & Kao, 2012), but the internal factor is much more dangerous because it comes from negative practices of management, and among these practices is this preferential treatment of nepotism/favoritism which can affect the whole work environment (Wordpress, 2014).

Therefore, nepotism/favoritism drives flight attendants to experience emotional exhaustion, as they will not feel comfortable during commencing their work and operating the flights, and knowing that some of the crew members are sharing the family name with a member of the top management or have friends there

(Wordpress, 2014). As well as this can be mischievous to flight attendants' work. And this can especially happens to the supervisor whose instructions may not be followed and get passed over by a member of his/hers crew due to the connections and relations that the favored employee has with someone in top management (Daskin, 2013).

In addition, flight attendants' relations, performance, and motivation may withdraw, due to the feeling of being threatened to lose their pay structure, incentives, and benefits because of nepotism/favoritism practices (Arasli & Tumer, 2008, Daskin & Tezer, 2012; Daskin, 2013). That mentioned aspects may cause demoralization and burnout to high performing and skilled flight attendants which will lead them to neglect their duties. Furthermore, working in a work-place with nepotism/favoritism practices may cause employees to pursue self-serving behaviors, by building close relationships with managers and their close friends and relatives in order to obtain their benefits rather than presenting a real performance (Daskin, 2013).

2.2 Emotional Exhaustion

Emotional exhaustion was defined, to mean a severe condition of physical and emotional decline or depletion that is as a result of a high demand on the job and continuous hassles, this definition portrays how the job requirements can affect the emotional well-being of the employee (Wright & Cropazano, 1998). Emotional exhaustion has been observed to have a semblance with the traditional stress reaction, which has been researched into by the occupational stress research, such as fatigue, job-related depression, anxiety, and psychosomatic complaints. (Cropanzano, et al., 2003). From this, we will be in line to assert that emotional exhaustion is a type of strain that stems from some work place stressors. One of the

syndromes of emotional exhaustion is Burnout (Babakus et al., 1999). They went further to assert that Emotional exhaustion is common among individuals who have a sort of distrust or cynicism. To a good number of researchers, emotional exhaustion is the preliminary stage of the burnout process.

Emotional exhaustion can be characterized by a feeling of emptiness in the emotional tank of an employee which will result from a lack of energy to carry out a certain task. This is obtainable only in people oriented situations, where the employee has to continually come in contact with people. Another common feature related to Emotional exhaustion is Anxiety when the employee thinks of going to work (Babakus et al., 1999) The severity of this issue is heightened when the employee realizes that he or she cannot give the company as much as they require the same kind of energy they used to when they first started. Emotional exhaustion can be used to study and understand certain behaviors in the workplace and work environment.

Frenkel et al., (2011) have discovered some factors that affect the dominance of emotional exhaustion, the factors keen out in their research inclined to be situational and not personal. These are mainly associated with the nature of work and the demands rested upon the employees. Other factors identified are the workload, Role overload, work pressure, and Role conflict. They identified high workload as a key contributor to emotional exhaustion. Also, they discovered that role overload which is a situation whereby an employee training is not suitable to handle satisfactorily his job requirement as a condition that can lead to emotional exhaustion. In addition to this, role conflict can be defined as the level or extent to which incompatible expectations are communicated to the employee; this has been discovered to be one key determinant of emotional exhaustion.

The availability of resources in an organization to help employees carry out their official duties with the high demand can result in the occurrences of emotional exhaustion, the availability of supervisors and other forms of assistance from coworkers and other forms of training and job enhancement can help alleviate the stress (Bakker et al., 2004).

Likewise, this thesis depends on the Conservative of Resources theory (COR), which gives crucial implications on how employees working in hospitality industry develop the relationship between nepotism/favoritism and emotional exhaustion. Thus, the theory allows employees to look, obtain, preserve, and sustain important resources. Exhaustion happens when employees are facing a tangible loss of their important resources though they do not gain what they have already predicted before employment because nepotism/favoritism gives the preference in terms of promotion to unqualified employees. Yet, COR theory depicts that flight attendants are frequently suffering from preferential treatment, which lead them to spend their important and acquired resources and thus have emotional exhaustion. According to COR theory perspective and what was explained in this section of literature review, the first hypothesis is:

H 1: Nepotism/favoritism is positively related to Emotional-Exhaustion

2.3 Job Performance

Many attempts to define job performance have led many scholars to the conclusion that job performance can be defined in terms of the employee's ability to successfully perform certain responsibilities in formal job descriptions (Adler & Gellman, 2012). But many scholars are of the opinion that job performance should not be equated solely with the employees ability to carry out certain task or task

performance, this simply because many employees work time is not given solely to work on the task at hand only a fraction of their time is devoted to carry out the task at hand which is clearly stated in the job description. Another school of thought holds that job performance should be equated with the employees' ability to meet certain goals in his job description.

Since the main goal of organizations and its supporting units differs, it will not be visible to give a general definition of the job performance. Nevertheless, organizational goals and job demands share similarities that are adequate to justify a framework that is necessary for defining job performance. For example the performance dimension needed to give a description to a skilled craft job, for example, bricklayer, a plumber would differ in specifics but would show a high degree of commonality. A framework of job performance designed by Murphy (1989) tells us that job performance has four main clusters of behavior, which are:

- Task performance behavior.
- Interpersonally oriented behavior.
- Downtime behavior (absenteeism).
- Destructive/Hazardous behavior.

These four clusters are a complete definition of job performance (Sturman et al., 2005). These clusters have accompanied two implications which are: First and foremost, performance includes output variables (Task-oriented behavior). Input variables (downtime and destructive behavior) and a variable that cannot be classified as input or output interpersonal. Secondly, some strategies can be adopted to boost performance, some interferences included, and financial incentives which could be used to boost effort spent on essential job task, Rescheduling can most

likely cut down on down time behavior. Intervention such as sociotechnical system redesign can affect interpersonal relations on the job (Sturman et al., 2005).

Job performance has two critical aspects, which are the Routine job performance and the Innovative job performance. Routine job performance refers to the task carried out in a dependable and consistent fashion (Balkin et al., 2015; Ali-Hasan et al., 2015). While innovative job performance refers to the activities that go beyond the routine requirement to provide a brand new result (Ali-Hasan et al., 2015).

2.3.1 Emotional Exhaustion and Job Performance

In an article by Karatepe and Choubtarash (2014), a relationship is established between emotional exhaustion and turnover intention for airlines frontline employees (ground employees and flight attendants), in this relationship, emotional exhaustion was a mediator between emotional dissonance and turnover intention. The emotional dissonance, which has been defined by Bakker and Heuven (2006), a structural difference that can be among felt emotions and revealed emotions that are essential for the work and corrected in the working framework. On the other hand, Employees of great levels of emotional dissonance are developed to be exhausted. Therefore, will not be able to perform at maximum and will not be able to attend to the nonstop complaints by passengers.

This work is indicating that nepotism/favoritism has a positive effect on the mediator Emotional-Exhaustion which consequently affects flight attendants' work abilities and, therefore, influences their job performance. Cropanzano et al (2003) indicated that emotional exhaustion can negatively affect employees' commitment to the company, which means that employees will experience a decline in their commitment to the company and work and thus lead to "withdrawal cognition" and

lower job performance. Further, Fried, Ben-David, Tiegs, Avital & Yeverechyahu, (1998) asserted that work stressors are main reason to affect employees ability to work as efficient as possible, while emotional exhaustion deceives employees negatively and viciously so they do not consult for help and do not even attempt change that will lead them to work ineffectively (Bakker et al., 2004).

Several studies found out that emotional exhaustion is able to predict and affect the job performance rate (Wright & Bonett, 1997; Bakker et al., 2004; Tourigny et al, 2013; Min et al., 2015). While, many empirical studies discovered a negative relationship between emotional exhaustion and job performance, some other studies have shown a collisional relationship between emotional exhaustion and job performance (Parker & Kulik, 1995; Bhagat et al, 1995). However, as this study will try to measure the supposed relationship between emotional exhaustion and flight attendant's job performance, whereas emotional exhaustion will mediate the relation between nepotism/favoritism and job performance. Therefore, the hypotheses will be:

H 2: Nepotism/favoritism is negatively related to Job performance

H 3: Emotional exhaustion is negatively related to Job performance

H 4: Emotional exhaustion mediates the relationship between nepotism/favoritism and job performance

2.4 Psychological Capital

Psychological capital is defined as a positive and changing state of individual's organization behavior composition, and it is acknowledged as an indicator of desired employee attitude (Avey et al., 2011 as cited in Dawkins, 2015). This composition is distinguished from further organizational behavior compositions in its

comprehension as a state-like and its openness to improvement (Luthans, Avolio, Avey, & Norman, 2007; Walumbwa et al., 2010). It can be also considered as a person's progressive psychological condition of improvement and as a positive status of individual's mind displayed throughout the progression and advancement (Hao, Hui, & Ning, 2012; p.6684). Psychological capital is an advanced composition that is reinforced conceptually (Luthans, Avolio, Avey, & Norman, 2007) and practically (Avey, Reichard, Luthans, & Mhatre, 2011).

Psychological capital involves four indicators (hope, self-efficacy, resilience and optimism) (Luthans, Avolio, Avey, & Norman, 2007). Whereas hope is the insistence on achieving the required aims, self-efficacy is the self-assurance on accomplishing the hard missions, resilience is the ability to make a backward step from hardships and bounce beyond to attain success, and optimism is a positive aspiration to the future.

Psychological capital has been mainly considered as a composition of an individual while recently Youssef and Luthans (2011) emphasized to present it as a team level's composition. Due to the nature of today's organizations that are team oriented, and the existence of correlation among team-workers, which may cause to them "emotional contagion". Thus, it will lead to growing mutual Psychological capital (Martin, O'Donohue, & Dawkins, 2011). This paved the way for extra research consideration to the developing composition of mutual Psychological-Capital and the relation it has to crucial results.

There are a few researches that have focused on psychological capital, and it was discussed overtly in some studies such as study (Peterson & Zhang, 2011) where

team members reflected decisive appraisal advancement to their conditions and prospect for achievement around the conditions centered on the collective motivational efforts and insistence. This presents that mutual psychological capital is a consequence of interactive impact within teams (Dawkins et al, 2015).

Mutual Psychological capital is involved to the group level as an extended cognitive social theory (Bandura, 1997) also contagion social theory (Meindl, 1995). All of this makes psychological capital a growing composition with hypothetical basis. Peterson and Zang (2011) specified that mutual efficacy, mutual psychological capital caused from “interactive and coordinative dynamics” of team-workers.

The indicator shift method is used as a way to weight mutual psychological-capital, where team Psychological capital is measuring individual’s awareness. Teams that have weak Psychological capital contains a fewer team-workers who perceive team as “having the necessary psychological capacities to achieve team goals” (Dawkins, Martin, Scott, & Sanderson, 2015, pg. 941) while the team with high mutual Psychological Capital are the opposite.

It is noted that individual’s psychological capital is associated with the individual change of behavior (Avey, Reichard, Luthans, & Mhatre, 2011; Cheung, Tang, & Tang, 2011; Avey, Luthans, & Youssef, 2011; Larson & Luthans, 2006). Also mutual Psychological-Capital is associated with team’s results (Vanno, Kaemkate, & Wongwanich, 2014; Peterson & Zhang, 2011; Clapp-Smith, Vogelgesang, & Avey, 2009; West, Patera & Carsten, 2009).

In addition, some organizational researches discovered a top down model (Dawkins, 2015; Troth et al., 2012; Jex & Bliese, 1999), but a few researches applied this model in this area. Therefore, the impact of team work psychological capital level on individual's composition involves pessimism and the behavior of seeking a new job opportunity. Moreover, psychological capital always positioned as a mediator and never been as moderator (Dawkins, Martin, Scott, & Sanderson, 2015).

A team-work supportive climate can give psychological capital a room to flourish. For example, if an employee feels that he or she is supported, the employee will possibly use the pathway generation characteristics of Hope to try new methods to execute given task at hand within the confines of the organization. So also the resilience defined in respect of asset and resources, a supportive environment will provide a conducive avenue for individuals to bounce back, after a backlash or setback which may have been the consequence of a mistake made or error committed on the part of the employee.

A good team-work supporting climate will definitely experience a high level of resilience due to the fact that there will be no sort of fear of a reprisal or any sort of punishment as a result of mistakes made, this allows employees to be more committed to the task at hand forgetting any form of setback.

In this thesis, Psychological capital is moderating the relation between emotional exhaustion and job performance, to impact or reduce the negative affect of emotional exhaustion on job performance of flight attendants.

Energy exhaustion increases performance withdrawal. This condition reduces an employees' productivity and increases some stress reactions. In line with the above postulation Maslach and Jackson (1986), addressed that employees who have to continually engage in face to face contact with clients as well as manage emotional expression for a long period were more prone to emotional exhaustion.

These findings give us the possibility that flight attendants develop emotional exhaustion due to continuous and extended face to face interactions with passengers. Those people who continually interact with the passengers excessively show emotional exhaustion frequently. In line with, what Fisher, Fried et al (1998) suggested of setting a moderator between emotional exhaustion and job performance, this thesis is utilizing psychological capital as a moderator to reduce the effect of emotional exhaustion, and can be elaborated in:

H 5: Psychological capital is negatively related to emotional exhaustion.

2.4.1 Psychological Capital and Job Performance

The first indicator of psychological capital is self-efficacy, which is considered as the best to meet positive organizational behavior inclusion measures than any other resource (Bandura, 1997; Luthans & Youssef, 2007). Self-efficacy is defined in work-place as the employee's confidence of his/her capabilities to execute or to do a certain task in a given context (Stajkovic & Luthans, 1998). In their study Stajkovic and Luthans (1998) noted that outcomes of 114 researches have shown a significant positive relationship between self-efficacy and job performance. Likewise, Luthans, Zhu and Avolio (2006) argued that the higher the level of self-efficacy the more positive, creative, successful and effective are employees (Tierney & Farmer, 2002; Stajkovic & Luthans, 1998).

The second capacity of psychological capital is Hope. That is common in everyday life, while it is known as a positive ambition state which is founded on a communicative logic of achieving aims and planning to reach these aims (Snyder et al., 1991). This can tell that hopeful employees do not just own the aspiration to succeed, however they possess a weird ability to create many methods to reach their aims (Sneyder, 2000). Though, hope may look similar to self-efficacy and optimism, but there are many researches that have showed hope as a distinctive positive capacity (Magaletta & oliver, 1999; Bryant & Cyengros, 2004). Whereas, there is a limited research depicting a positive relationship between individual's hope and job performance (Luthans et al., 2007).

The third criterion of psychological capital is optimism. Like hope it is commonly spoken in everyday life, and it has different implication. Seligman (1998) defined optimists as those individuals who create stable, internal attribution for positive events such as task achievement, and also those individuals who predict unstable and external reasons to negative events like missing the deadlines. Moreover, optimism involves genuine evaluation about what a person can achieve in a specific condition. Therefore, optimism enhances hope and efficacy, where optimists usually anticipate positive results regardless of their individual capability (Avey et al., 2008). Seligman (2011) argued that optimists do not give up easily in their work-place, also perform high performance (Luthans et al., 2007) than individuals with low rates of optimism. In addition, in a research within the hospitality industry Karatepe and Karadas (2015) found that optimism leads to higher job productivity and satisfaction.

The fourth capacity of psychological capital is resilience, which is described as the employee's ability to adapt effectively with any change in work-place such as risk

(Stewart, Reid, & Mangham, 1997). Moreover, Luthans (2002) asserted that resilience is the ability to bounce back or rebound from failure, problems, work stressors, and even increased responsibility. Resilient individuals own a strong understanding and beliefs about reality and the meaningful life (Coutu, 2002). Also, resilience showed evidence that it leads to significant positive results related to work, like employee retention and performance (Luthans et al., 2007).

Consequently, the abovementioned reflects the importance of psychological capital characteristics to job performance (Luthans et al., 2007; Luthans & Jensen, 2005). Furthermore, total psychological capital displayed staunch outcomes for job performance than each of the four characteristics of psychological capital (Luthans, Avolio et al., 2007). Hence it is hypothesized:

H 6: Psychological capital is positively related to job performance.

H 7: Psychological capital moderates the relationship between emotional exhaustion and job performance.

2.5.1 Conceptual Model

In an attempt to study the impact of nepotism/favoritism on emotional exhaustion and job performance, and the role of psychological capital as moderator, the following conceptual model resembles aforementioned relationship. Where, job performance is defined as the fulfillment of required results and behaviors which serve the aims of the company (Motowidlo & Van Scotter, 1994; as cited in Bakker et al., 2004). Whereas, emotional exhaustion effects employees' performance negatively, and it tends to decrease their abilities and consequently their job outcomes (Fried et al., 1998; Karatepe & Choubtarash, 2014). Emotional exhaustion can be as a mediator where it characterizes the results of the joint influence of

numerous work issues, and leads to a depletion of employees' psychological resources (Bakker et al., 2003; Hobfoll & Freedy, 1993). Psychological capital refers to employees' positive resources (Luthans et al., 2007), which stimulate individuals to reduce their exhaustion, thus it is negatively related to emotional exhaustion (Abbas & Raja, 2015; Bakker et al., 2004) also positively enhance job performance (Luthans et al; 2008).

However, nepotism/favoritism which is known as unprofessional practice, that leads to a preferential treatment in the organization (Arasli & Tumer, 2008; Abdalla, Magharabi & Raggad, 1998). This practice can positively affect and increase stress and exhaustion (Arasli & tumer, 2008; Bute, 2011), and cause a direct withdrawal on job performance (Bute, 2011; Nadeem et al., 2015).

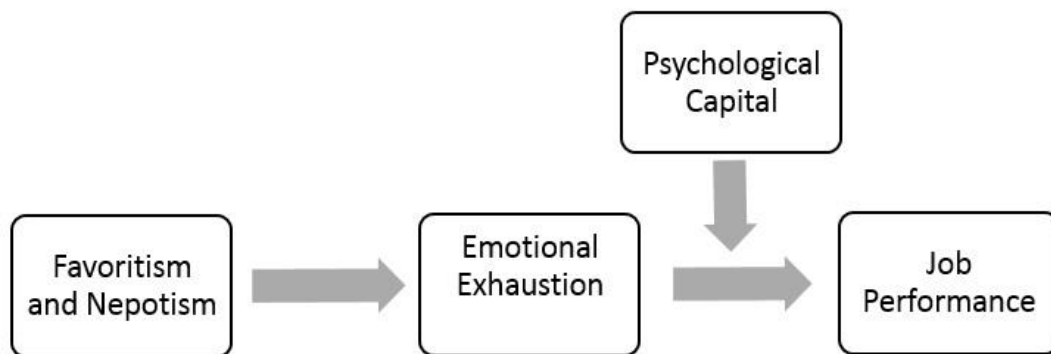


Figure 2.1: Conceptual Model

Chapter 3

AVIATION INDUSTRY

Airline industry for civil purposes would not be formatted without establishment of aviation structure. Aviation generally represents by metal structure which allows to be sustained and transported in air. Airplanes, helicopters, and airships are the main means of aviation. Shappel and Wiegmann (2003) distinguish two main aviation orientations: military aviation and civil aviation. Under this particular study, we will only focus the research on civil aviation, particularly on commercial airlines.



Figure 3.1: Illustrative photo

Broekel and Boschma (2012) underlined the strong contribution of aviation to overcoming the hurdles of geographical remoteness. The results of the study clearly showed that airline industry greatly facilitates the acquisition of proximity between people from different countries which positively results in business development, face-to-face knowledge exchange, and many other beneficial impacts, including technological advancement (Broekel and Boschma, 2012).

Aviation enables not only rapid and swift transportation of people but also products and equipment from one destination to another. This largely relies on airline capacity of linking different continents with one flight (Clarke, 2003). Aviation services for mass population enabled Second Advent of tourism expansion. Appelbaum and Fewster (2004) emphasized competitiveness of airlines for the business and tourism travelers since it is difficult to imagine tourism industry without aviation services.

Tourism is one of the fastest growing and extremely expanding industry for the past decade. The development of tourism area in the country or island affords tons of benefits for destination, including economic and social-cultural aspects. Airline carriers facilitate mass transportation of tourists overseas as well as within one country. The contribution and importance of air transportation infrastructure is tremendous nowadays. Aviation networks allows exploration of new destinations, connection between people from different countries and easy access for business travelers (Lohmann, Albers, Koch & Pavlovich. 2009).

3.1 Airline Sector

According to industry report presented on website via British Airways (2000), defined airline industry as business structure that administer flights for people and goods. It was also mentioned that air industry is tremendously expanding sphere. It promotes global trade and financing, aids monetary enrichment, and meets globalization activities. Flights all over the world productively widen for both business and leisure visitors. Analysts explain huge growth in business travels by expansion of international commerce, services and manufactures.

Airline industry is extremely risky entrepreneurship. It not only requires huge amount of investment, but also heavily depend on external forces, including financial, political, and environmental ones. Thus, airline industry has to be open to new strategies and flexible to changes, as argued by Broekel and Boschma (2012). It is also crucial to define markets to serve, mainly it is either defined by Low Cost service of Full service.

Low cost carriers (LCC) are competing on price convenience since they are offering very cheap deals for flights. Though, LCC do not provide high quality customer services as the price defined by cutting several costs of quality, it does not effect on safety and punctuality of flights, but significantly influence of comfort ability of time spent in plane (O'Connell and Williams, 2005). Low cost carriers accent its pricing strategy that is convenient to price-sensitive segments of market while other airlines chose an opposite strategy called- Product differentiation to provide full service for their customers (Fourie & Lubbe, 2006). Full service airlines enabling air transportation with the utmost care and comfort for the travelers. High service quality and various service provisions mainly says on cost of the tickets (O'Connell and Williams, 2005). Though nowadays there is a trend for efficient and effective performance of airline businesses, which implies generally to cut costs and improve services.



Figure 3.2: Illustrative photo

Hilz and Clayton (2015) acknowledged that nowadays customers became savvier and used to get high quality services. Production and service provide businesses to constantly improve. Nevertheless, airline sector barely achieved this trend due to high costs of airplane maintenance. While, it is easier to focus on service enhancement. Thus, majority of airline companies embrace employee strategies as their main advantage key (Hilz and Clayton, 2015). New trend of Low Cost carriers is on top of its implementation since they acquire great strategy of reducing costs and meanwhile maintaining effective operation. Full service airline (FSA) businesses accentuating on providing customer satisfaction and constantly improving their services.

Daft and Albers (2015) argued that there is a great resemblance between a number of airlines these days, and full service airlines are winning on the fact that they are trying to differentiate their products and services offered to passengers. It is clear that those airline companies that do not shift towards the Low cost airlines, will seem different and special in demand. Daft and Albers (2015) claim that airlines, which successfully indicated the target market are more successful than those airlines, which serving all markets. Authors also mentioned that there is a new emerging trend of airline that will attempt to incorporate both LCC strategies and FSA strategies together, adding new practices and innovations to their operations. Usually, this trend is attractive for Full service carriers. Albeit, recently, passengers of Low Cost Carriers expressed higher expectations in their operations, thus forcing those to catch golden middle amidst providing good services for lower costs.

Airline businesses also vary in location coverage, such as domestic airlines and international airlines. Domestic airline differ with its low cost tickets and short haul

flights. Subsequently, the flight within one country do not exceed more than three hours in most, it is cheaper to operate, and it requires less costs. While international airlines carry out flights that take off from one country and lands in another country. International flights generally take longer time and require higher spending. Bowen (2014) compared domestic flights of one country to another in his research, which resulted in knowledge that there are the same amount of flights between two main cities in Vietnam as in USA with only one difference that America has bigger travelling population. Adler and Gellman (2012) declared that domestic flights in United States appeared as the largest number nowadays.

Speaking of international routes, the main flights of the world are taken from two financial prevalent destinations such as New York and London. Bowen (2014) further revealed that domestic flights cultivated doubly in comparison to development and expansion of international flights. Author underlined rapid and steady enlargement of Middle East airline industry due to advancing growth of following airlines: Emirates, Etihad, and Qatar Airways. Author forecast even more prosperous future for international flights, as it is the only means of fast transportation, that out performs even the fastest train in the world in time-manner.

3.2 History of Airline Industry

According to Sampson (1984) and Doganis (1991), first civil commercial flight was launched in 1914 by Ferdinand Graf von Zeppelin. Doganis (1991) narrates that first commercial flights were performed by wartime pilots using old after war planes in Europe. Lately, this infrastructure grew into airline giants such as British Airlines, KLM, and Air France. Civil commercial airline industry in United States emerged only in 1919 and developed later into United Airlines, Delta Airlines, American

Airlines and etc. (Sampson, 1984). In year 1957 industry started producing special airplanes for air networks. Thus, it affected positively on price of flights and maintenance. The Airline deregulation set number of rules and standards related to safety, prices, and performance for airlines in 1978. Economic instability in 1980 resulted in workforce conflict, which in the end resulted in three directions: majority of the airlines were acquired by bigger airline business, shut down or performing for small niche segment of customers solely (Doganis, 1991).

Morrison and Winston (1997) in their book “The Evolution of the Airline Industry” also mentioned that in 1989, a big number of airlines were out of business enabling cover costs and cope with changes. Many other airlines were prevented from performance due to the low standards and lack of safety factors. Since 1973, Airline deregulations deselected and refined only strong airline businesses that met important requirements and be able to provide particular services with security focus. Airlines that operating nowadays, are checked upon several safety standards, undergo audit and obey various norms and regulations.



Figure 3.3: Illustrative photo

Starting from 1950, airlines revenues steadily declined due to various precedencies. Still airline managers trying to be more productive and efficient the same time in order to acquire profit. Airline deregulations contributed to a considerably vast rivalry between carriers starting from year 1980 (Berghofer and Lucey, 2014). Authors declared that deregulation in airline sector corroborated and encouraged exceptionally profound development of low-cost carriers. Which, made it difficult for present airlines to compete on prices. Traditionally airline industry did not have high profits, moreover, strive to breakeven, and the growing competition placed even stronger tension by pricing. It resulted in changing the nature of airlines, shifting it from luxury service to just useful transportation means. Bowen (2014) expressed that global airline industry made a huge leap in development starting from 1998 until 2008, albeit it decelerated its pace between 2008 and 2012. That time was marked by financial recession and environmental problems. Though author also added that in middle economic position countries, the airline industry was not heavily affected.

Nowadays airline industry encounter proliferating burden of requirements and standards. Airlines forced to provide better services for lower price. The number of airline customers increasing every day, specifically in markets of Africa, China, and Latin America (Wong & Brooks, 2015). Financial capital and capabilities of airline businesses is highly finite, which is exposed to various external threats. Authors conveyed that in 2006 security screening process was modified to provide better safety and comfort for passengers, eliminating long-time screening that was irritating customers.

3.3 Airline Industry Current Situation and Future Trends

As it was mentioned before, airline industry has its own strengths and weaknesses, and promptly exposed to influence various external forces, such as political regulations and laws, economic conditions, social and cultural expansion, terrorism and environmental disasters and climate changes. Considering all above mentioned threats and opportunities, it is important for airlines to use its strengths to cope with them. Annual IATA report in 2014 narrated about benefits of airline industry to all stakeholders involved in business. For the past decade, fuel prices dropped down sufficiently, which resulted in lower prices per ticket and encouraged travelers to buy more. 2015 was marked by 7 percent increase in sales for airlines (IATA report, 2014). Success of airline industry positively affect governments due to taxes, job provision, and economic value. Airline industry meet number of challenges on the way to success, it is ongoing managerial efforts that makes it possible. Airlines tries to maximize profits, balance expenditures, minimize risks, improve safety, develop service quality, and enhance performance frameworks (Belobaba, Odoni, and Barnhart, 2009).

Hilz and Clayton (2015) portray Aviation Trends focusing on issues of efficiency and attitudes in this particular industry. Authors emphasized that airline industry will progress remarkably in the future, nevertheless, there is a need to concentrate on expenditure minimization and yield management via superior consumer satisfaction. According to Hilz and Clayton (2015), airline industry revenue reached the point of \$746 billion in 2014 compared to 300 billion USD just 10 years ago. Authors explain this tremendous growth by advent of Low Cost Airlines, which take over more than 25 percent of the global market.



Figure 3.4: Airline Profitability Strengthens [Source: IATA.org]

Hilz and Clayton (2015) dispute that for the past decades, airline industry was strongly attempting to increase profit margins, but was not successful. Authors commented that in the nearest future it has a great opportunity to reach far higher than breakeven point due to advanced technology and customer loyalty. Firstly, airline companies are advised to use technology smartly in order to diminish operating expenses and enhance customer comfort during flight. Recent years were marked by high concern for social responsibility for any kind of large businesses. Thus, Bowen (2014) recommends to pay a closer attention to sustainability issues and seek for strategies and activities to implement nature-friendly business. Namely, reduce CO₂ emissions. Author also declared that emergence of biofuel will be a game-changer for all airlines. Consequently, airline businesses should work together towards production of biofuel that will not negatively affect on deforestation, nature depletion, and water supply.

Rising concern about environmental state is one of the main airline industry hurdles nowadays. Adler and Gellman (2012) announced that aviation sector is shifting to a modern emerging age, which is distinctive by two major matters, one of them is

environmental sustainability and second is related to economic instability. Airlines' resulted deregulation in expansion of new markets and carriers, new routes and offers. On the other side, lower prices attracted many travelers, which negatively affected environment.

In spite of obvious strengths and opportunities of airline industry, Linz (2012) also forecast a dubious and unclear future for aviation sector. Author justify it with the fact that aggravating rivalry, rise in customer number, liberalization, and deregulation will emanate undetermined situation. Thus, he propose that airline industry should already make long-term strategies and determine contingency plans for unpredictable future. In this situation, it is crucial to be able to analyze external opportunities and threats, estimate future demand. One of those predictions formulated by Linz (2012) was "easy service" that implied smooth experience of flight from begging till the end.

Another projection offered by author is convenience and comfort that ensure traveler the full service from door of one destination to the door of another destination. This, forced airlines to acquire ancillary services. Linz (2012) also mentioned that there is a big probability that low cost airline will serve a large number of business travelers, thus they need to develop their services accordingly. However the latest rating of the best airline companies in the globe that is done by Skytrax which is a leading customer website related to the industry, and also responsible to launch insights to investigate which airline is favored by passengers. The results for the year 2015 showed that FSA as usual remained occupying the top ranks, as Qatar Airways got the top ranking for being the best airline due to its innovative service and safety

procedures. Singapore Airlines came second, Cathay Pacific Airways third, Turkish Airlines fourth and Emirates got the fifth position.

Linz (2012) also assumed that strategic alliances will be one of the best ways to survive in competitive environment. These alliances opened to airlines a new places to be reached and to access a bigger air networks, and it let airlines that are members in the same alliance to make code sharing, do marketing, coordinate schedules and to exploit airport's offices and facilities (ICAO, 2013). Noticeably, major global airlines were involved in creating strategic alliances for the purpose to extend to more destinations and to cover the whole globe. These formed alliances are:

- 1) Star Alliance, started in 1997
- 2) oneworld Alliance started 1999
- 3) SkyTeam started 2000

These alliances were also beneficial to passengers, where ticket prices became more affordable especially when linking several cities in the travel plan, airlines can provide passengers with different schedules and more options of travel times which reduced it, and these alliances helped to improve the members' services like baggage processing, lounges, and handling complaints (ICAO, 2013).

Linz (2012) raised the importance of sustainability in the future of airline operations. He argued that it will be crucial to be involved in sustainability activities directed to environmental and social issues. Since it is predicted that the number of customers will grow dramatically by the end of 2025, it is important to invest in expansion of airport facilities or construction of new ones. This strategic predictions are made based on past data and trend of industry, and present an important forecast for

airlines. Linz (2012) added that terrorism, environmental changes, globalization, technological advancement, and economic downturns should be taken into consideration for determining better strategies.

3.4 Human Factor in Airline Industry

Cui and Li (2015) raised the issue of safety and security of the flights provided by civil commercial airlines. Authors argue that security of flights is the major factor that determine future of the business. However, authors present negative statistics which revealed 6528 flight accidents that were not safe, not taking into consideration various plane crashes which resulted in fatality. Thus, safety issues are very important in all times. If not, considering external factors, such as terrorism, the main factors which influence insecurity of flights are related to human factor. Human factor implies errors that made by airline employees, for example, engineer, flight attendant, pilot and etc. Results of the study conducted by Cui and Li (2015) revealed that the most significant contribution element into security personnel. This element followed by technology and sufficient investment. Thus, based on above mentioned, it is important to pay attention to airline staff and flight crew behavior.

In the modern competitive environment, success of airline industry as any other service provider heavily depend on employees' performance. Appelbaum and Fewster (2004) claimed that airline personnel is one of the important factors of company's core competency. The performance of employees have as much impact on organization's image as operation system, planning, and investment. Thus, author argue that management of the company should pay high attention to employee attitudes, feelings, and emotions. Appelbaum and Fewster (2004) narrate that human resource management should implement strategies for employee satisfaction, culture

enhancement and improve communication flow. The airline industry has two major issues. One of them is safety and another one related to customer satisfaction (Chen & Kao, 2012). Both factors strongly affected by employee performance. Chen and Kao (2012) emphasized that poor organization structure, uncertain culture and negative treatment from management side will surely result in employee misbehaving, demotivation, poor customer service, and consequently loss of profit.



Figure 3.5: Illustrative photo

Appelbaum and Fewster (2004) revealed that numerous accidents in aviation were caused by human error. Thus, author attracts managers thought to employee issues within organizational operation. Appelbaum and Fewster (2004) enlist factors that negatively says on airline employee performance, amongst them are following: organizational culture, type of leadership, communication structure, training and employee treatment. The results of the study also showed that 70% of negative occasions in airline operations were caused by flight front employees, namely crew. And 90% of the incidents were caused by people in all organizational levels. Appelbaum and Fewster (2004) claims that the performance of organization is set up by management and mainly affect the outcomes and errors.

Managerial belief, conduct, and honesty is greatly influence decision-making in the company. Reese (2000) asserted that human errors which happening day to day in

airline operations are caused mainly by ethical under printing. The author argues that commercial aviation sector neglected the Code of Ethics. The results of the research revealed that airline managers has lower ethical background than ground service managers. Author postulated that only employees can provide distinctive service to passengers, not only interior of the plane since customers pay for attitude and service. High service quality is provided solely by airplane crew performance. And managerial level of organization together with human resource management plays a tremendous role in training and motivating front line staff.



Figure 3.6: Illustrative photo

Even if service failure is occurred, the proper and prompt response to the best customer satisfaction will basically win the customer heart and loyalty (Reese, 2000). The passengers' attitudes and perception of airline brand largely depends on employee performance. Thus, internal culture and communication between managers and front line personnel is crucial. Reese (2000) underlined importance of employee motivation in financial outcomes of the airline company. Author further explained that there is a chain reaction from performance of front line staff to customer satisfaction and to organizational profit. The research revealed that managerial attitudes and behavior towards employees' result in better personnel engagement with organization and safety of the operation. Appelbaum and Fewster (2004)

concluded that secure performance based on company's values and attitudes. It is dependent factors that stem from training, positioning, staffing, and standards. Management that honestly treat superior performance set a great example and role model for other staff to follow the rules and procedures correctly.

Appelbaum and Fewster (2003) attracts attention to a number of discrimination issues in airline industry. Author claimed that there is a large number of discrimination and harassment incidents in airline industry that stem from nationality, color of skin and based on gender-specifics. Author revealed a negative picture of the situation in many of airline companies, which are guilty in discrimination of certain people while making decision on staffing. Author underlined the significance of equal treatment towards employees, since airline industry is a global operation organization and have to respect diverse people equally. The results of the study showed that poor treatment, disrespect, and dishonesty caused by managerial behavior often results in demotivation of employees and poor performance consequently. Therefore, human resource management should encourage supervisors to judge performance of employees honestly regardless the background.

Airline managers often neglect employee crucial role in strategy formulation. Prosperous companies are noticed to implement various human resource practices and activities that directed towards employee satisfaction and job engagement. Waddock and Smith (2000) accentuated that properly implemented activities for formation of company's culture transpire into better performance, efficiency, and effectiveness of staff. Authors suggested that airline companies should adopt employee-focused strategy, as any other service provision firm. Airline managers

should make sure that their personnel is motivated, trained, appreciated, and engaged with company (Waddock and Smith, 2000). Airline managers are advised to relate their passengers' expectations to personnel ethics and culture since there is a close bond between customers' perception and staff performance. Thus, human resource management should focus on employee motivation and satisfaction level by constant surveying and dialog. All negative incident such as sexual harassment, discrimination, and fraud must be cut out on the very root. Authors emphasize that great importance should be addressed to issues of communication between supervisors and employees, policy formulation, performance enhancement, ongoing training, and standard clearness to all airline staff.

Janic in his research of origins of airline incidents which was conducted in 2000 revealed that amongst major roots of dangerous and often fatality accidents can be related to human errors. In addition to external unpredicted factors of incidents, author mentioned that performance of airline employees is crucial. Human errors in airline industry are mainly caused by stress, overworking, exhaustion, and weakness. Busy and anxious mind of airline employees can lead poor performance and risky incidents accordingly. Author claimed that numerous errors were happening because of the inadequate communication, careless behavior, unprofessionalism, and inexperience. The research indicated that major human errors were stemming out from fatigue of pilots. Author also added that these incidents can be eliminated by careful attention to airline employees, proper working schedule formulation, and trainings.

3.5 Flight attendants

Flight attendants are the representatives of front line crew of the commercial airline. The principal role of flight attendants is to provide security on board and contentment of passengers during flight. The first steward in the world was Heinrich Kubis. He performed the role of the first flight attendant in 1912 (Ferguson, 2013). The first service provided by flight attendants were almost similar to those stewards that were employed by military companies and other commercial transportation sectors serving trains and ships (Ferguson, 2013). Later in 1930 airline employed first female flight attendant. Her name was Ellen Church, who together with steward job was acting as nurse on board (Vantoch, 2013). The ability to perform both roles was highly convenient for airlines. Therefore, by 1936 female flight attendants predominated on this particular job. Till year 1980 flight attendants were prohibited to marry and have children, as well as restricted to weight characteristics. Though marriage ban was eliminated, there are still strict rules and job profile characteristics for flight attendants (Vantoch, 2013).

As it was already mentioned, the main duty of flight attendants is to guarantee security on board, as well as provide quality service and assist passengers with snacks, lunch, dinner or beverages (Macdonald et al., 2003). There are prescribed number of flight attendants required per passenger number. For instance, on the plane with up to fifty travelers, at least, one member of cabin crew must be presented.



Figure 3.7: Illustrative photo

Every flight attendant that is allowed to operate on board, has to pass several quality, security, and emergency trainings. Beside above mentioned trainings, cabin crew also undergo various briefings about treatment to VIP passengers, disabled, and elderly or children customers. Prior to plane take-off, flight attendant show personally rules on board for safety issues, as well as familiarizing passengers with plane properties. During the flight, cabin crew members provide meals and drinks for travelers. Flight attendants also ensure safety and cleanliness on board during flight. Cabin crew is implementing emotional labor as much as other front line representatives in service industry due to close interactions with customers and long working hours. According to Ya-Ling Kao (2011), stewards' job can result in job burnout, emotional exhaustion, and turnover. Flight attendants as first representative of commercial airline should always behave friendly, smile and serve to the best customer satisfaction.

As in any other service organization, flight attendants should be able to deal with negative customers, often aggressive and disrespectful. Flight attendants' job is highly stressful and often lead to absenteeism and turnover (Chen & Kao, 2011). The turnover of flight attendants is not favorably says on airline finance and reputation due to endless hiring, training, and stuffing efforts. The research

conducted by Chen and Kao in 2011 revealed poor work-life balance for flight attendants and stress at work influence their performance, job satisfaction, job engagement, loyalty to organization and even turnover.



Figure 3.8: Illustrative photo

Similar research was performed by Imm Ng, Sambasivan, and Zubaidah (2011) showed that emotional exhaustion results negatively on employee performance outcomes and job contentment. Authors claimed that besides difficult customers, flight attendants face various stressful elements during job, such as jetlag, low motivation, short rest time, and long working hours. It is crucial for cabin crew to be alert since the work they engage in is highly dangerous and demand responsibility. Imm Ng, Sambasivan and Zubaidah (2011) argued that flight attendants' job satisfaction is crucial for their performance level. Authors added that the fact that cabin crew is always in contact with customers, it strongly effect on their emotional depletion due to "wearing happy and positive mask" and fulfilling passengers demands.

Another outcome of stressful flight attendants job is depersonalization. Cho, Choi, and Lee described depersonalization as indifference about job outcomes disengagement from work processes and passengers. Depersonalization of flight

attendants can result in poor performance and low interest in carrying out tasks. The research revealed that there is a link between depersonalization of cabin crew and job dissatisfaction. Authors also claimed that motivation and appreciation of flight attendants' performance will eliminate depersonalization level.

Kahya (2009) assert that flight attendants perform a crucial role in providing comfort and care for customers, as well as safety and control over passengers' experience. Author claims that there are numerous situations that might happen during flight, and cabin crew should ensure smoothness of operations and satisfaction of customers with experience of flight. Airline companies spend sufficient financial resources on training of cabin crew for safety issues and customer satisfaction, thus, employees' turnover is not favorable. Nevertheless, cabin crew turnover is the main problem in commercial aviation sector. Author argue that certain job contentment and job engagement and loyalty will positively result on intentions to stay.

Chen (2012) also emphasized importance of flight attendants job satisfaction as one of the major factor preventing turnover in organization. Author explains that job contentment by front employees will positively influence commitment to an organization, which in turn negatively affect turnover. Thus, author recommend management to pay a careful attention to flight attendants attitudes, emotions, and satisfaction.

3.6 Aviation Industry in Middle East

Nowadays the rapid growth of Middle East aviation industry is winning a large market share from Europe airlines. Middle Eastern countries comprise of Saudi Arabia, UAE, Jordan, Palestine, Kuwait, Qatar and etc. It is widely known, that

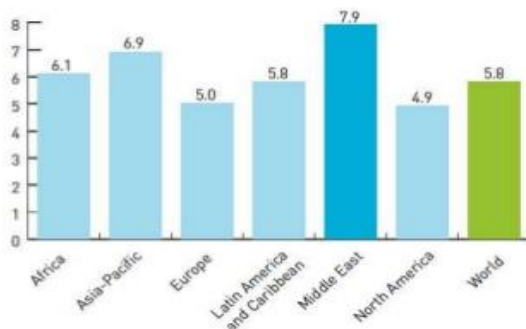
Middle East carriers largely rely on international flights due to short number of domestic travelers. Middle Eastern airlines are now in a perfect state of taking over a major passengers in Europe and Asia, thus being a strongest rival to airlines of those countries. Middle East airline industry have competitive advantages such as lower prices, great service, location of airports, connecting points and investment ability.

Regional Potential

The Middle East is the fastest growing region for passengers



Projected annual growth rate for international traffic by region, 2010 - 2015



Largest Group: Middle East Airlines	
Airline Group	Revenue \$mil
Emirates	14,807
Qatar	5,381
Saudi Arabia Airlines	5,300
Etihad Airways	2,951
El Al Israel Airlines	1,972

Figure 3.9: Regional Potential of Middle East [Source: IATA.org]

Starting from year 1970, the Middle Eastern countries launched program for development of commercial aviation sector in order to have alternatives for petroleum businesses (Grimme, 2011). The outcomes of that decision had a tremendous success since nowadays Middle East aviation industry is one of the most rigid competitors for Europe, America, and Asia. Middle Eastern governments heavily invests in airline businesses both in fixed assets and human resources. Middle Eastern airlines are globally recognized and strongly effect on the airline market. For the past decade, Middle East shows a positive performance and safe

tourism-wise reputation. This inevitably led to a higher demand and financial profit for regional airline organizations.

The Middle East airline representatives claimed that success of regional airline industry did not reached its peak, moreover, it is expected to enhance its position in the nearest future and became irreplaceable element in worldwide airline sector. Adler and Hashai (2005) claim that Middle East aviation industry highly influence operation style of other international airlines. One of the fastest growing airlines of Middle East are considered to be Qatar Airways, Emirates, and Etihad Airways.

Middle Eastern governments are also investing in enhancement of airports to respond growing number of travelers. Adler and Hashai (2005) attributed Middle Eastern airlines prosperity to beneficial location, connecting hubs, high quality service, standards, and tremendous marketing efforts.

O'Connell (2011) stated that Middle East region planning on further development of aviation industry with tourism sector. The author stated that recent deregulations had a positive outcomes on airline improvement of financial state of Middle Eastern countries. O'Connell (2011) research results revealed that development of tourism industry and business connections in Middle East will result in will bring the advantage of higher number of travelers. Author also underlined that Middle East is mostly the connecting point between two destinations, and governments of those countries should work towards establishing end-point for travelers by Middle East air-transport industry. O'Connell (2011) enlist further the importance and seat-capability of major airlines of Middle East: Emirates- 82%, Etihad Airways- 74%,

and Qatar Airways- 66%. Author also emphasized that the major points of operation of Middle East airlines in Europe are The United Kingdom, Germany and France.

Starting once as a second option for supersede for reducing resources of oil in the region, commercial aviation industry of Middle East great dramatically for the past decade. According to Grimme (2011) the biggest demand of flight seat are required by business passengers, who are taking advantage of flight- time offered Middle East airlines, airport location, high quality and high variety of services. It has all opportunities to become major competitor in the world aviation market due to variety of launched newly projects. Middle East region works hard on reputation of the destination, high quality service, comfort, and accessibility of the flights for big volumes of customers. Middle Eastern governments launched a strategic project for air-transportation development till 2020 (Grimme, 2011).

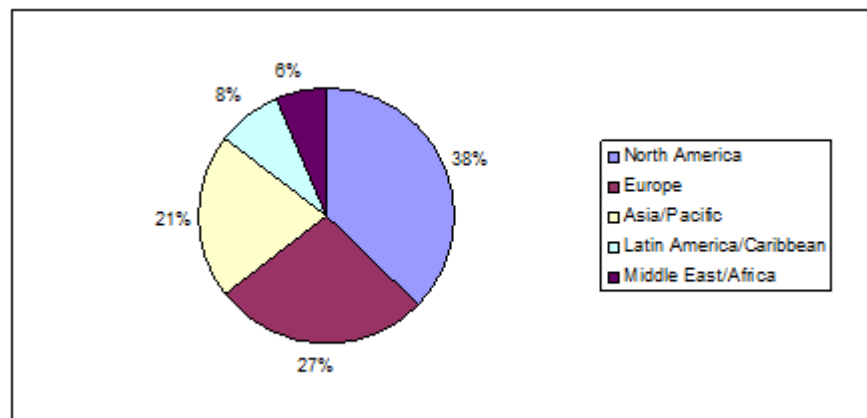


Figure 3.10: Passengers' Growth in 2012 [Source: BQ magazine, 2013]

Vespermann, Wald, Gleich (2008) believe that rapid growth of Middle Eastern airline industry is mainly attributed to the global growth of travelers. Authors consider the success of the airline industry was enabled by existing airlines that established the demand and supply in the region. Nowadays, new and already

existing carriers just expand its routes and destination, enhance, and develop services. Authors also emphasized that there is a tremendous investment in developing and building airports for growing demand of the flights. Vespermann, Wald, Gleich (2008) claimed that more than 40 billion USD have been financed for the airport projects in Qatar, Abu Dhabi, and Dubai. Airport of Dubai is considered as one of the most business airports in the world. That is ranked as 12th best airport in the whole world. The Middle East commercial aviation sector greatly benefits from tourism development in the region. Tourism reputation in Middle East is getting higher position in ranking year after year and known for leading services and entertaining activities (Vespermann, Wald, Gleich, 2008).

Lohmann, Albers, Koch and Pavlovich (2009) narrate about less successful airline industries in the Middle East region. Such as Teheran, Cairo, and Riyadh which are just developing its potential and exploring opportunities for growth. Above mentioned destination still need significant investment in aviation sector and attraction of passengers. While, Istanbul aviation sector is developing rapidly and it is already considered as one of the busiest in Middle East and former Soviet Union countries. Thus, the prediction that Istanbul may become a viable hub appears. Authors also mentioned Bahrain as a great potential of Middle East region for developing airline sector. It also requires considerable investment and management control. Lohmann, Albers, Koch and Pavlovich (2009) underlined that despite of current quietness of Iran commercial civil aviation, it is expected to grow dramatically in the future due to various conflicts in the Middle East Region and liberalization. This suggestion is also related to Saudi-Arabia and Israel air-transport industry.

Middle Eastern countries perceive tourism as one of the most beneficial attraction for foreign money. Thus, lately they actively capitalize on tourism opportunities based on location, weather condition, entertainments, and the list goes on. Civil commercial airline development makes it possible to transport people from abroad to Middle East and benefit from their spending, therefore, Middle East region enhancing airline industry as a key for profit generation. Nevertheless, aviation is not the only way for tourism development. Airline companies actively engage in vertical integration strategies, which means coming together with distributors and suppliers and become one (Oum, Park, and Zhang, 2000).

One of the brightest example are Dubai airlines companies which integrated with airport operations and tourism companies (Lohmann, Albers, Koch and Pavlovich, 2009). Airports in Dubai, Abu-Dhabi, and Istanbul are considered to be the main points of destination in the Middle East, as well the connecting point between routes. Lohmann, Albers, Koch and Pavlovich (2009) attribute the popularity of those particular airports to a number of significant factors, namely accessibility, property, entertainment, reputation and comparatively low cost. Authors underline that for success of the destination's airline industry, it should incorporate simultaneously three crucial elements of operation, such as geographical position, broad and useful airport property and well-managed schedule of flights. Thus, as it was previously mentioned, Dubai, Abu-Dhabi, and Istanbul airline industries are having comparative advantage over other airlines in Middle East.

Though, Adler and Hashai (2005) argue that geographical location is not the main factor of success. Authors narrate that decision-makers of successful airline industries established a comprehensive strategy for development and sufficient

financial investments took place. The results of the research conducted by Adler and Hashai (2005) showed that it is important to create a great name and work on brand awareness of the airline, provide high quality service and lead in price strategy.

3.7 Aviation Industry in Jordan



Figure 3.11: The Flag of the Hashemite Kingdome of Jordan

The emergence of the aviation industry in the Hashemite Kingdom of Jordan began after the kingdom attained the full and formal independence on May 25, 1946. The first airline founded was by Jordanian and British partnership and it was called the Arab Airways Jerusalem Limited. The company started its operations flying from Jerusalem to Cairo and Beirut. In 1950, another airline was established with the name of Air Jordan operating to the same destinations (Khatib, 1998). The British Overseas Airways Corporation (BOAC) acquired Arab Airways and started to fly to new destinations (Jeddah, Baghdad, and Aden) while Transocean Airline began investing in Air Jordan. But to survive the heightened competition in that era, Arab Airways, and Air Jordan merged under the name of Air Jordan of the Holy Land. BOAC sold its part ownership after suffering from some losses in other regions while Transocean Airline kept its interest and continued assisting for technical issues. In 1961, Air Jordan license was cancelled, and a new company formed and called Jordan Airways. Later in 1963, the late king Hussein declared a royal decree and called for establishing a national airline. A week later Royal Jordanian operated its

first scheduled flight from Amman to Beirut on the fifteenth of December, 1963 (Khatib, 1998).



Figure 3.12: The Slogan of Royal Jordanian Airlines

Royal Jordanian Airlines became to be one of the major airlines in the middle-east region, operating flights to 54 cities located in Far-East Asia, South-East Asia, Africa, Europe, and North America. While in 2007 the golden crown the badge of Royal Airlines joined the “oneworld” alliance that involves the biggest airlines in the globe, which can serve Royal Jordanian’s passenger to travel to over thousand cities around the world reached by the members of the “oneworld” alliance. The airline grew to comprise 28 aircrafts, based in Queen Alia International Airport at Amman, Jordan. As the number of RJ’s employees have reached to 4424 in the year 2014 as mentioned in the Royal Jordanian annual book (RJ Report, 2015).



Figure 3.13: Members of the One World Alliance

3.7.1 The aviation industry and its economic impact to Jordan

The aviation industry involves two different types of operations:

- Transportation of travelers and freights.
- The ground division which includes airports establishments and departments to provide services to travelers.

The report of Oxford Economics (2011) showed the contribution of the aviation industry to the gross domestic product (GDP) and creating huge job opportunities based on four different sectors, as follows:

1. Direct: creating job opportunities by companies in the aviation industry.
2. Indirect: job opportunities by Jordanian based companies in the aviation industry.
3. Induced: job opportunities based on the expenditure of those employed in the industry.
4. Catalytic: overflow benefits related to the industry, some of the benefits related to inbound travelers' expenditures, and the average from trading that is permitted by transportation of commodities.

	Direct	Indirect	Induced	Total	% of whole economy
Contribution to GDP (JOD million)					
Airlines	132	103	55	290	1.5%
Airports and Ground Services	61	16	55	132	0.7%
Total	193	119	110	421	2.2%
Catalytic (tourism)	279	198	95	573	3.1%
Total including catalytic	472	317	205	994	5.3%
Contribution to employment (000s)					
Airlines	6	10	5	21	1.2%
Airports and Ground Services	6	1	5	13	0.7%
Total	12	11	10	33	1.9%
Catalytic (tourism)	22	15	9	46	2.7%
Total including catalytic	34	26	19	79	4.6%

Figure 3.14: Aviation's contribution of production and employments to Jordan
[Source: IATA, OXFORD economics]

The table reflects the economic support of commercial airlines and airports for the four sectors mentioned. And it was reported according to GDP and employment.

3.7.2 Airlines in Jordan

The licensed airlines in Jordan transport over three million passengers and around forty seven tons of freight per year, from, out, and within the country (Oxford Economics, 2011). The two main reasons of using air transport are, because people choose it to reach places for tourism, and visiting friends and their families, whereas businesses use it to for travel for job meetings and for conveying their commodities and freights in the shorter possible time, this is why air transportation is reliable and also because of its wide coverage of the whole globe. The two charts below shows the distribution of areas that passenger fly from Jordan. While the other one shows the Jordanian employment by airlines.

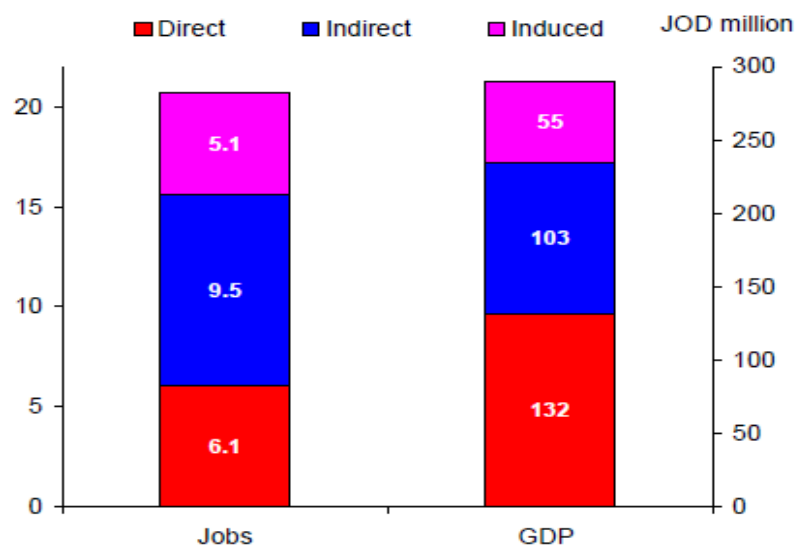


Figure 3.15: Jordanian Employments and Production supported by aviation industry
[Source: IATA, OXFORD economics]

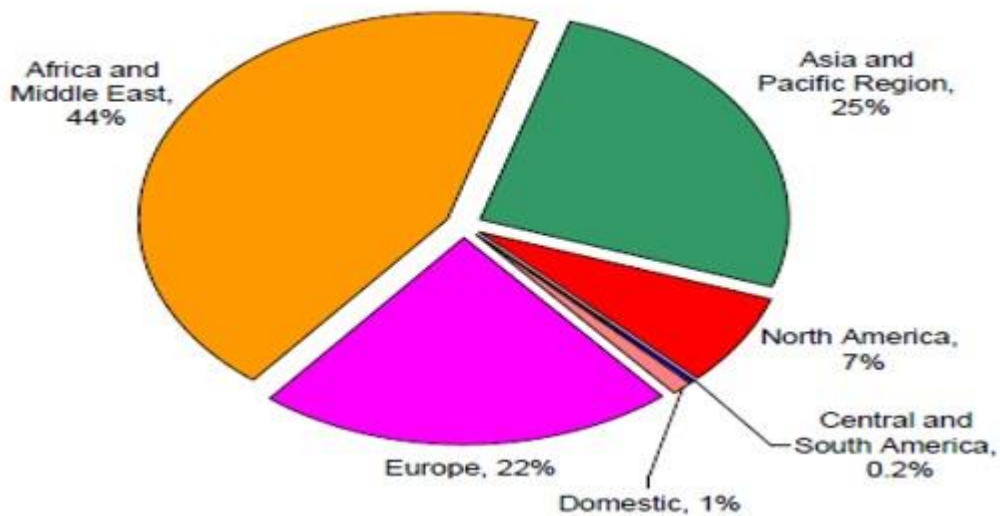


Figure 3.16: Regional supply of planned passenger flights based in Jordan 2010
[Source: IATA.org]

The airline industry in Jordan contributed on creating huge job opportunities as the number of Jordanian citizens working in the industry reached to 6100 employees, and also contribute to offer by their supply-chains over 9500 job opportunities. However, these chains involve jobs like; delivering airplanes fuel, catering companies that supply out-bound and in-bound flights with meals and drinks for serving passengers. Moreover, another 5100 employment opportunity depend on the expenditure of employees working in the airlines and also those supply-chains. Airline industry help increases the Jordanian GDP as they contribute by 132 million Jordanian Dinar. And, another 103 million JOD were as contribution from indirect or the supply-chains. Also, 55 million JOD were as contribution to the GDP from the airlines' employee expenditure. Generally, the airline industry contributes to the Jordanian economy by more than 290 million Jordanian Dinar and offering 20700 occupations in Jordan (Oxford Economics, 2011).

3.7.3 Royal Jordanian Airlines

Royal Jordanian Airlines was suffering losses in years 2013-2014. It was continuously losing its market share and number of customers dropped on 1.8% only in 2014. One of the main reasons for decreasing in number of passengers was competition. Royal Jordanian Airlines was struggling with successful and strong airlines on Middle East such as Emirates, Etihad Airways, and Qatar Airways. And with the emerging rivals, airline announced a new rise of operation and ambitious plans for the future.

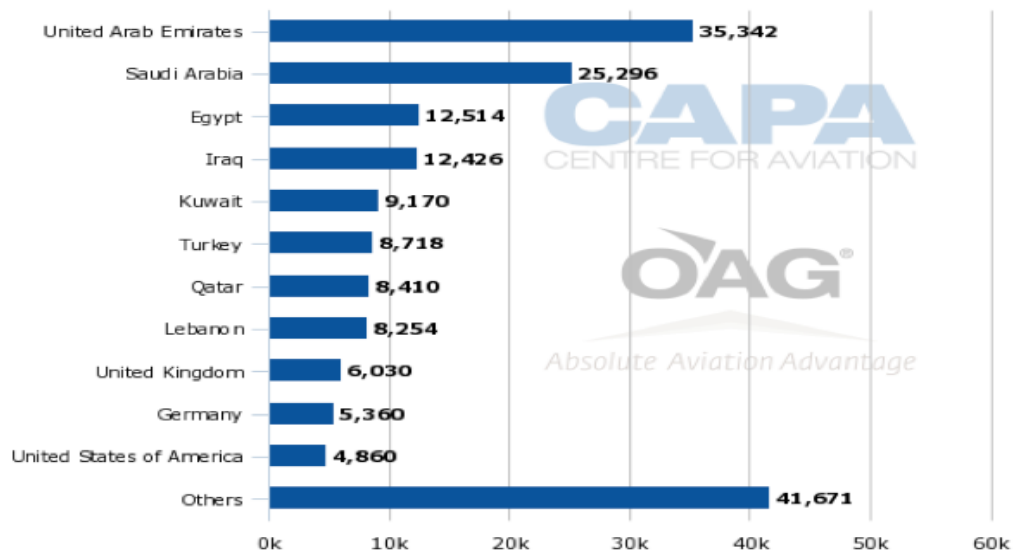


Figure 3.17: Middle East Top Capacity Destinations
[Source: CAPA Centre for Aviation]

Former CEO of Royal Jordanian Airlines, Haitham Misto, claimed intention for restructuring current operation and employ new successful strategy under his management. Royal Jordanian Airlines began to conferring and bargaining on new contracts and partnerships in the end of year 2014. Another strategy was a downsizing, particularly in cover of operating destinations. Royal Jordanian Airlines shortened list of flights from 59 destinations to 50 major ones.

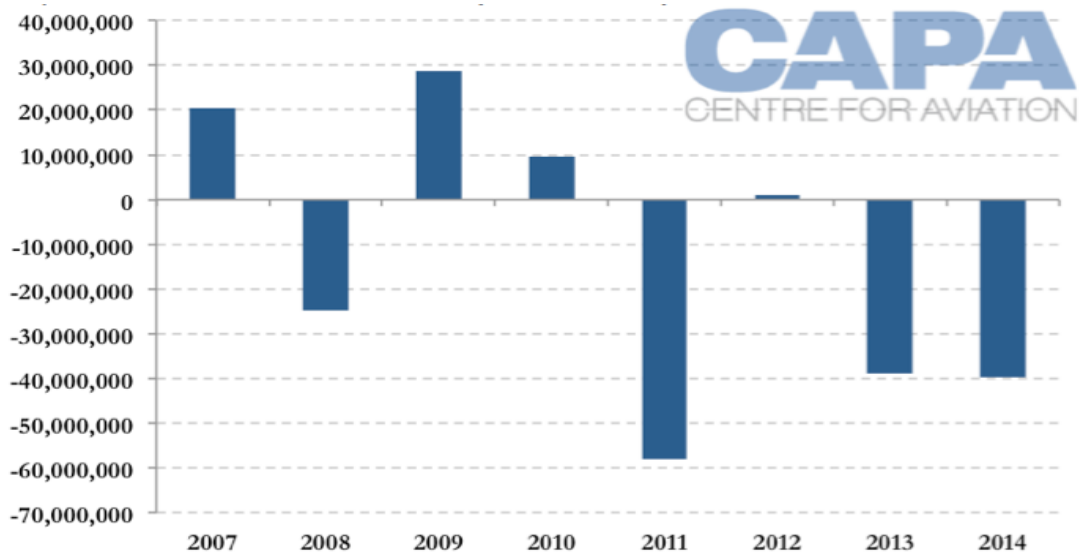


Figure 3.18: Royal Jordanian financial results (JOD millions): 2007 to 2014
 [Source: CAPA Centre for Aviation]

Tourism downfall was also a crucial factor of decreasing financial profits in Jordan airline sector, the number of travelers dropped from 8.2 million visitors in 2010 to 5.3 million in 2014. The government of Jordan explains such a dramatic downfall due to the Middle East instable situation and Europe's financial position. It is also mentioned that the number is increasing now and airlines recovering presently. Jordan's Ministry of Tourism claimed that Royal Jordanian represents a major opportunity for recovering a downfall and bringing large volumes of travelers to Jordan. In order to make it possible, Royal Jordanian Airlines started collaboration with tourism companies in Jordan with the purpose to attract new tourists to the destination in 2015, especially from Europe. Since the launching new airlines in Jordan, the financial position of airline sector became stable and profitable. Jordan airline sector became rich in number of new low cost carriers. This fact is pushing the development and restructuring the Royal Jordanian Airlines.

Chapter 4

METHODOLOGY

In an attempt to acquire relevant data for this research a quantitative research approach was adopted, according to Campbell and Stanley (1963), Qualitative research can be subsumed under empirical studies or research, this design involves the more traditional paths in which psychology and behavioral sciences have engaged in research, it has been a dominant trend in research mostly in the social sciences. Rather than use the qualitative method for this research, which is generally ranked under ethnographic studies or other forms of studies like case studies, grounded theory, naturalistic inquiry, documents studies, observational studies, descriptive studies, and interviews. The qualitative research rest on a philosophy of phenomenological for emphasis and study of cultures (Isadore & Carolyn, 1998). Since the items of variables that are used in this study were developed by qualitative studies after that used by many studies, it is better to use quantitative approach to test the hypothesis.

The quantitative research method was chosen for this study because the quantitative research comprises of exploratory studies and quasi exploratory studies, this is because the aim of this research is to test the effect of nepotism/favoritism on emotional exhaustion and job performance of flight attendants with the moderating role of psychological capital. Secondly, the research can adopt a pretest - posttest

designs that because the result derived can be applied or will gain relevant applicability in the tourism and hospitality industry.

The questionnaire was translated into Arabic language and it was edited and verified by a linguist and a translator, and then translated back into English to check any difference between the two translations, the two translations were done by a professional linguist and translator, and the second translation were performed by another professional linguist and translator.

The respondents were assured of their anonymity as written on the cover page of each questionnaire. Three hundred questionnaires were distributed in a self-administered manner by a research group that included eight people who participated in collecting the data during August and September of 2015, face to face to arriving and departing Royal Jordanian Airlines' flight attendants, who are estimated with 769 working flight attendants at Queen Alia International Airport (QAIA) in Amman, Jordan (RJ report, 2014). The flight attendants were the only participants to fill the questionnaires because they have a direct contact with the passengers and also serve as an intermediary between the management and passengers.

Questionnaire was subjected to pilot study with 5 crew members, and the result showed that there is no coercive reason to change the questionnaire. The number of distributed questionnaires was three hundred questionnaires. Two hundred sixty eight forms were returned. Fifteen questionnaires were either not completely filled out or returned blank. Therefore, 253 questionnaires were analyzed by using SPSS version 22.

The questionnaire involved 40 questions except the demographics variables, and inquires respondents' level of agreement, using the 5-point Likert scale that ranges from 1 = strongly disagree to 5 = strongly agree get their opinions. The questionnaire is divided into four sections that described as follows; fifteen items taken from Arasli & Tumer (2008) were about nepotism/favoritism to measure the impact on flight attendants, as nepotism/favoritism were considered to be one loading factor, as the act of preferring friends and relatives can be in one variable (Arasli & Tumer, 2008; Keles et al., 2011). Eight items measuring emotional exhaustion used from Maslach and Jackson (1981) scale. Five items were taken from Borucki (1999) for determining job performance efficiency. Another, twelve items related to psychological capital used and reduced from 24-item scale approved by Luthans et al (2007). Four items are related to hope, three to self-efficacy, three to resilience, and two more items to optimism. This twelve item scale which is used in this study was formerly used in several researches some of them related to hospitality industry (e.g. Min et al., 2015; Choi & Lee, 2014; Norman et al., 2010).

The study used the random sampling technique, because of its simplicity and straightforward probability, while each respondent of the participated flight attendants can likely be chosen as measure of the sample. This sampling technique does not focus on a choosing bias (Gravetter & Forzano, 2011). As well as the advantage of utilizing this technique, because it is free of categorization mistakes, also it is much easier to translate the collected data (Abubaker & Ilkan, 2015).

Chapter 5

RESULTS

Table 5.1 shows the demographic percentages of respondents. Female respondents formed a bigger percentage that was 54% while male respondents' percentage was 46%. As stated in Table 5.1, 15.4% of respondents were below 25 years old. Thirty seven percent of respondents were between 25 years old and 29 years and other thirty percent of respondents were between the age of 30 and 34 years old while the rest are older than 34 years old. Around 8 percent of respondents had high-school education, whereas around thirty one percent had two years diploma. Bachelor degree holders were the majority of respondents with a 46.6%, and around fourteen percent were master degree holders.

For job experience, about 10% of respondents had less than a year of experience, while 31% of respondent had an experience between 1 and 5 years. 36.4% of flight attendant respondents had experience between six to ten years, and 22.5% of the respondent had over 10 years of experience. 41.5% of the respondents were single while 39.5% of them were married. Around seventeen percent of the respondents were divorced, and 2.4% of the respondents were widowed.

Table 5.1: Respondents' Summary (n = 253)

	Frequency	Percentage
<i>Age</i>		
Below 25	39	15.4
25-29	93	36.8
30-34	76	30
35-39	28	11.1
Over 39	17	6.7
Total	253	100.0
<i>Gender</i>		
Male	117	46
Female	136	54
Total	253	100.0
<i>Education</i>		
High School	21	8.3
2 years College	78	30.8
Degree		
Bachelors	118	46.6
Masters	36	14.2
Total	253	100.0
<i>Marital Status</i>		
Single	105	41.5
Married	100	39.5
Divorced	42	16.6
Widowed	6	2.4
Total	253	100.0
<i>Job Experience</i>		
Less than 1 year	25	9.9
1-5	79	31.2
6-10	92	36.4
Over 10	57	22.5
Total	253	100.0

Table 5.2: Scale of entries, Reliability, and Experimental Factors Analysis Outcomes

Scale of entries	Factors Loadings	Eigenvalue	Percentage of Variance	α
<i>Nepotism / Favoritism</i>		11.89	22.11	.94
Flight attendants at my62			
Flight attendants at my co...	.74			
Chairpersons at my77			
Flight attendants who75			
Flight attendants who69			
I am always careful...	.79			
I am always careful...	.73			
Top managers' relatives75			
Friends and acquaintances71			
If a relative of top managers73			
A friend or acquaintance69			
The company permitting78			
The company permitting67			
The company which73			
Top managers at the...	.72			
<i>Job Performance</i>		3.96	13.89	.81
Being friendly and helpful80			
Asking good questions75			
Suggesting items customers47			
Pointing out and relating item...	.56			
Being able to help customers82			

<i>Psychological Capital</i>		3.21	9.86	.88
I feel confident in repress...	.51			
I feel confident helping to60			
I feel confident contacting69			
If I find myself in a jam68			
If I should find myself in76			
At the present time, I am69			
When I have a setback at72			
I usually take stressful thing...	.66			
I can get through difficult44			
I always look on the bright62			
If something can go wrong75			
Right now I see myself as57			
 <i>Emotional Exhaustion</i>		2.63	8.37	.79
I feel used up at the60			
I feel fatigued when66			
I feel burned out from70			
I feel very energetic...	.80			
I feel frustrated by my...	.56			
I feel I'm working55			
I feel like I'm at45			
I feel emotionally51			

NOTE: every entry is computed by a five point scale. KMO weight of sampling Bartlets' Test of Sphericity = 7484.14 DF= 780, p<.001.
The explained Total Variance of all factors is 54.2% Adequacy= .851

Exploratory factors analysis applied to all entries, using the Varimax rotation with Kaiser Normalization and Principle Components Analysis. Table 5.2 displays the scales of loadings fluctuated from .44 to .82. The table also tells that all the loadings were very important while there is no cross loading or failing to load items, and it equals .40. Moreover, the analysis made for four factors and the eigenvalues are more than 1.00. The analyzed four factors have a 54.2% as total variance explained. Supposedly, the coefficient alphas are all acceptable, as they are all more than the cut-off .70. As suggested by Nunnally, (1978). The Table 5.2 outcomes revealed that the data is reliable and valid.

A conducted Harman single factor test is done to clarify the common methods bias. Podsakoff et al., (2003) stated that it is the most common way to check common method variance. Where, all the measurements put to compute a sole factor. The analysis' outcomes displayed this sole factor had 22.11%. This implies that there is no common method bias in this study.

The Table 5.3 displays the correlations of factors, means, and standard deviation. Table 5.3 demonstrates a strong and significant correlations between all factors. Baron and Kenny (1986) asserted that mediation analysis can be done in four conditions. The first one, related to the importance of the correlation between predictor factor and mediator.

Table 5.3 indicates that there is a significant positive relation between the predictor nepotism/favoritism, and the mediator emotional exhaustion (relation = .351). The second relation shows that the predictor nepotism/favoritism is negatively and significantly related to the criterion job performance (relation = -.383). This

significant correlation is existed in Table 5.4 which displays the regression analysis. Moreover, the third relation is between the mediator emotional exhaustion which is negatively related to the criterion job performance (relation = -.179). Therefore, all the past three relations were significant and reliable and approve the first, second and third hypothesis.

Table 5.3: Correlations of Variables

Factors	Mean	Std. D	Nepotism/ Favoritism	Emotional Exhaustion	Job Perform- ance	Psycho- logical Capital
Nepotism/Favoritism	3.59	.81	-			
Emotional Exhaustion	3.50	.76	.351**	-		
Job Performance	3.25	.98	-.383**	-.179**	-	
Psychological Capital	3.53	.77	-.410**	-.166**	.209**	-

NOTE: Std. D = Standard Deviation

**Correlation is substantial at the 0.01 level (2-tailed).

The fourth relation is testing the whole mediating influence. As shown in Table 5.4, there is no mediation since the impact of the nepotism/favoritism is extremely significant. That is emotional exhaustion does not mediate the relationship between nepotism/favoritism and job performance. Therefore, hypothesis 4 is rejected. Hypotheses 5 and 6 are empirically supported (relation = -.166) and (relation = .209).

The outcomes of Table 5.4 shows that hypothesis 1 is approved, due to the significant positive influence from predictor nepotism/favoritism to emotional exhaustion ($Beta = .351$, $t = 5.931$) and it explained 12% variance in emotional

exhaustion. Also, it shows that nepotism/favoritism is negatively influenced job performance ($Beta = -.383$, $t = -6.565$) and it explained 15% variance on job performance, which means that hypothesis 2 is also accepted.

The regression analysis support hypothesis 3, where emotional exhaustion has a significant negative influence over job performance ($Beta = -.179$, $t = -2.881$) and it explained 3.2% variance job performance. The outcomes in Table 5.4 demonstrate that emotional exhaustion does not mediate the relationship of nepotism/favoritism and job performance as clarified in step 2 from Table 5.4, and this rejected relationship come in consistence with what suggested before that nepotism/favoritism is relatively significant.

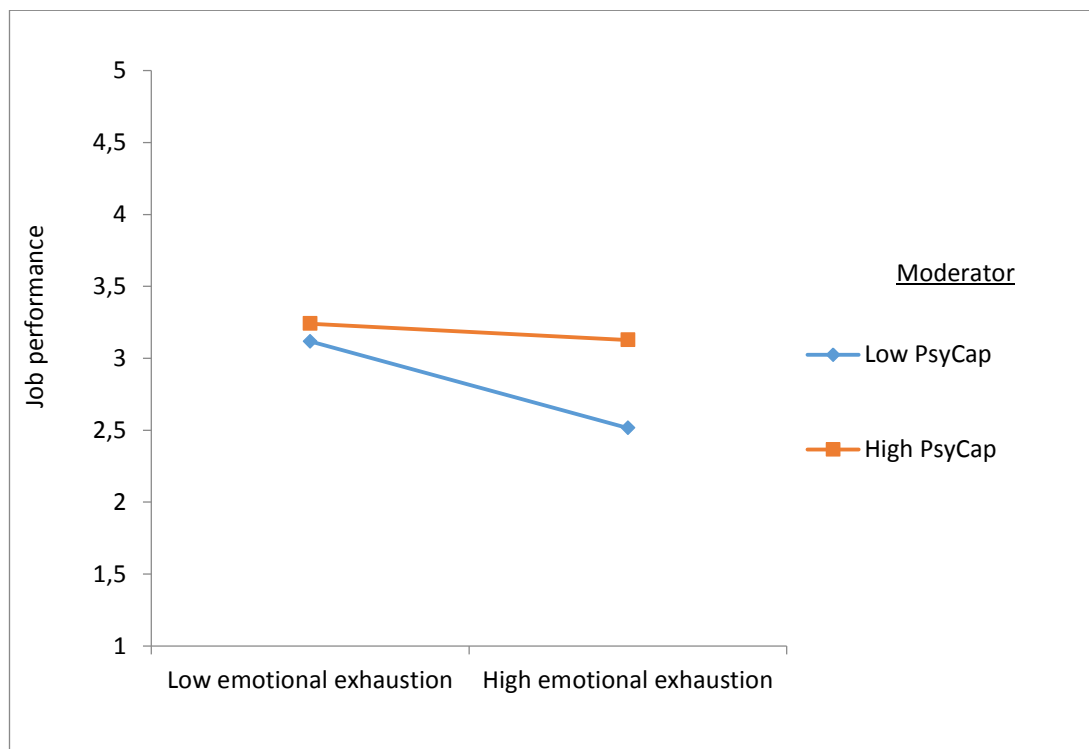


Figure 5.1: Psychological Capital dampens the negative relationship emotional exhaustion and Job Performance

Accordingly, psychological-capital moderates with a significant positive influence on the relationship between emotional exhaustion and job performance where emotional exhaustion has negative effect on the criterion with ($Beta = -.179$, $t = -2.905$) and 3.2% explained variance. When we add the moderator the explained variance rises to 4.7%. And the impact of emotional exhaustion is reduced as the moderator effect is positive and significant ($Beta = .122$, $t = 1.975$). This approves the hypothesis 7.

Table 5.4: Regression Outcomes: Direct, Mediating, and Moderating Effects

Dependent Factors and regression rates											
Emotional Exhaustion			Job Performance								
Step I			Step I		Step II		Step III				
			β	t	β	t	β	t	β	t	
Factors			Factors								
Nepotism/Favoritism	.351	5.931	Nepotism/Favoritism	-.383	-6.565	-.365	-5.858	-	-		
			Emotional-Exhaustion	-	-	-.051	-.818	-.179	-2.905		
			Psychological Capital	-	-	-	-	.122	1.975		

NOTE: The outcomes do not display any errors for multicollinearity.

Chapter 6

DISCUSSION

The study examined the influence of nepotism/favoritism on flight attendants' emotional exhaustion and job performance, and also the effect of the moderator (psychological capital) to the relationship between emotional exhaustion and job performance. The results showed significant relationships between factors. Thus, all hypotheses were accepted, except hypothesis 4 which explains that emotional exhaustion mediates the relationship between nepotism/favoritism, and job performance. This rejection is attributed to employees' organizational expectations, and sense of responsibility (Abbas & Raja, 2015). Moreover, the mediator is a negative variable while the predictor variable is negative also; the dependent variable is a positive variable. Based on that, a negative variable can't be a mediator between a negative independent variable and positive dependent variable.

However, the findings show that nepotism/favoritism has a positive impact on emotional exhaustion this result aligns with other research findings (e.g., Arasli & Tumer, 2008; Bute, 2011), as it is common when nepotism/favoritism is practiced in an organization, managers will not behave justly to all employees (Bute, 2011) this will consequently increase exhaustion rate to employees. Likewise, results approved hypothesis 2 that nepotism/favoritism influences job performance negatively, which agrees with a former research done by Ford and McLaughlin (1986). This negative

influence on job performance efficiency unveils that it grows with the more the employee is dissatisfied (Bute, 2011; Arasli & Tumer, 2008).

In the study emotional exhaustion had a negative impact on job performance, which approve hypothesis 3 that make the result compatible with other empirical studies (e.g., Karatepe & Choubtarash, 2014; Chen & Kao, 2012; Babin & Boles, 1996), this shows that the influence of exhaustion affects self-confidence and thus work performance efficiency (Bakker et al., 2003). Whereas, COR theory clarify that emotional exhaustion leads to unwanted employee performance (Karatepe & Choubtarash, 2014).

Also, the study's results reveal that psychological capital influenced emotional exhaustion negatively, and job performance positively, therefore hypotheses 5 and 6 are approved and these results come in line with other empirical studies (Abbas & Raja, 2015; Choi & Lee, 2014). Accordingly, the abovementioned results indicate psychological capital is moderating the relationship between emotional exhaustion and job performance, thus hypothesis 7 is reliable. As well as, psychological capital approved to be an important resource, and able to enhance flight attendants' performance cognitively and motivationally (Luthans et al., 2007). In addition, the positive resources of psychological capital generate innovative work performance (Abbas & Raja, 2015).

Hypothesis 4 which explains that emotional exhaustion mediates the relationship between nepotism/favoritism, and job performance surprisingly rejected. This surprising result could not be observed in other older studies. Yet, this astonishing outcome reflect participants' background and traditions, whereas many respondents

were Jordanians, where many people there rely on nepotism/favoritism, that is considered vital to them, and people use it frequently to attain their needs (Loewe et al., 2007). Therefore, the employment and promoting incompetent employees on nepotism/favoritism basis, influence job performance negatively (Ford & McLaughlin, 1986; Perez-Gonzales, 2006; Nadeem et al., 2015) this explain the surprising result.

6.1 Implications

The obtained results provide empirical evidence that nepotism/favoritism has negative impact on flight attendants' job performance. Therefore, practicing nepotism/favoritism by human resource (HR) department and managers of department damage the selection, appraisal and promotion criterion and affect employees seek for justice (Abdalla, Magharabi & Raggad, 1998; Arasli, Bavik, & Ekiz, 2006), and this will consequently end up in decreasing employees' job performance (Nadeem et al., 2015; Bute, 2011). Thus, airlines' executive managers must apply professional operation systems and establish trainings to develop HR department and head of department (Arasli, Bavik, & Ekiz, 2006), to ensure a proper recruitment, selection and promotion processes based on justice.

Findings also depict the importance of psychological capital resources on reducing the negative effect of emotional exhaustion and increasing job performance. Therefore, it is suggested that company's executive should exploit these resources to increase and maintain employees' work efficiency (Luthans et al., 2006). This can be applied by establishing training sessions to first develop the knowledge of managers of department about psychological capital resources (Min et al., 2015), and then by setting a training course to flight attendants to enhance their psychological capital

resources. These training sessions can enforce flight attendants work efficiency in achieving their tasks. High psychological capital can also increase employees' innovation and though lead to increase the airline's competitive advantage (Luthans et al., 2007).

However, managers have to be aware from the decline in psychological capital that might happen due to stressful workplace, where this can lead flight attendants with low psychological capital to experience exhaustion. Accordingly, managers should employ mentors who will provide psychological, social, and vocational support to flight attendants and help them to manage their feelings and though experience less emotional exhaustion (Karatepe & Choubtarash, 2014). This can be advantageous to airlines because mentors can be able to help alleviate flight attendants' performance and decrease emotional exhaustion.

Chapter 7

CONCLUSION

This thesis developed and presented a conceptual model that observed the effects of nepotism/favoritism on flight attendants' emotional exhaustion and job performance. And also, it investigated the moderating role of psychological capital on the relationship between emotional exhaustion and job performance. The data obtained from arriving and departing flight attendants at Queen Alia International Airport in Amman, Jordan to assess the abovementioned relationships.

The results of the study indicate that six of the seventh hypotheses were supported and only one was rejected, due to the insignificant influence of the mediator emotional exhaustion, which was attributed to the background and traditions of the majority of respondents. While, this thesis has implications for the airlines' management, to organize a professional operation system and training to develop HR and managers of department and to ensure justice in recruitment, selection, promotion, and appraisals to flight attendants. Also, invest in establishing training courses to alleviate managers of department knowledge about psychological capital importance and increase flight attendants' psychological resources which found to be having an important relationship on increasing job performance and decreasing emotional exhaustion. Finally, employing mentors to follow up with flight attendants issues so they can help to maintain or develop psychological capital and thus leveling up job performance to be more efficient and professional.

7.1 Limitations & Future Studies

This work has some limitations. I had difficulties to find Jordanian based studies about airline industry in Jordan. It was difficult to find the appropriate time to collect data from flight attendants because they are always in a hurry. The size of sample and the focus on one nationality makes the generalizability of the results questionable. So, for future studies the size of respondents can be larger. And scholars should try to focus on many nationalities to check if there is any difference between Jordanian flight attendants and other nationalities. Likewise, the same study can be applied to other vital departments in airline industry, such as ground staff. More different variables can be influenced by nepotism/favoritism, such as turnover intention, organizational commitment etc. And future studies can go more in depth and investigate the effect of nepotism/favoritism over in-role and Extra-role job performance. On a closing note, I would like to mention that there is a scarcity of scientific research related to flight attendants' emotional exhaustion and burnout, nepotism/favoritism, and psychological capital.

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APPENDIX

Appendix A: Questionnaire Form

Assessment scale	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Please read each statement carefully and indicate your response by placing a circle or tick	1	2	3	4	5

1	Flight attendants at my company always feel that they need a relative in a high-level position	1	2	3	4	5
2	Flight attendant at my company always feel that they need someone they know or a friend in a high-level position	1	2	3	4	5
3	Chairpersons at my company are uncomfortable with the presence of those flight attendants with close personal ties to high-level executives	1	2	3	4	5
4	Flight Attendants who were appointed only because of family ties have negative influence on the company	1	2	3	4	5
5	Flight attendants who were appointed only because of friends or connections have negative influence on the company	1	2	3	4	5
6	I am always careful when speaking to my colleagues about company's top managers	1	2	3	4	5
7	I am always careful when speaking to friends or acquaintances of my company's top managers	1	2	3	4	5
8	Top managers' relatives are frustrated by never really knowing whether they were appointed because of their talent or family ties	1	2	3	4	5
9	Friends and acquaintances of my company's top managers are frustrated by the fact that they never really know if they were appointed based on merit or personal reasons.	1	2	3	4	5
10	If a relative of top managers at the company becomes Flight attendants, he/she can never live up to the expectations of the other flight attendants.	1	2	3	4	5
11	A friend or acquaintance of top managers at the company can never meet the expectation of other Flight attendants if he/she appointed at the company.	1	2	3	4	5
12	The company permitting employment of top managers' relatives have a hard time attracting and retaining quality Flight attendants who are not relatives	1	2	3	4	5
13	The company permitting employment of top managers' and board trustees' acquaintances have a hard time employing and retaining high quality flight	1	2	3	4	5

	attendants who are not acquaintances.					
14	The company which permitting employment of top managers' relatives have a difficult time firing or demoting them if they prove inadequate	1	2	3	4	5
15	Top managers at the company have a hard time demoting or firing friends and acquaintances	1	2	3	4	5
16	Pointing out and relating item features to a customer's needs.	1	2	3	4	5
17	Being friendly and helpful to customers.	1	2	3	4	5
18	Asking good questions and listening to find out what a customer wants.	1	2	3	4	5
19	Being able to help customers when needed.	1	2	3	4	5
20	Suggesting items customers might like but did not think of.	1	2	3	4	5
21	I feel confident in representing my work area in meetings with management	1	2	3	4	5
22	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5
23	I feel confident contacting people outside the company (e.g. suppliers, customers) to discuss problems.	1	2	3	4	5
24	Right now I see myself as being pretty successful at work	1	2	3	4	5
25	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
26	At the present time, I am energetically pursuing my work goals	1	2	3	4	5
27	I can think of many ways to reach my current work goals	1	2	3	4	5
28	When I have a setback at work, I have trouble recovering from it	1	2	3	4	5
29	I usually take stressful things at work in stride	1	2	3	4	5
30	I can get through difficult times at work because I've experienced difficulty before	1	2	3	4	5
31	I always look on the bright side of things regarding my job	1	2	3	4	5
32	If something can go wrong for me work-wise, it will.	1	2	3	4	5

Assessment scale:	Never	A few times per year	A few times per month	A few times per week	Daily
Please read each statement carefully and indicate your response by placing a circle or tick	1	2	3	4	5

33	I feel emotionally drained from my work.	1	2	3	4	5
34	I feel used up at the end of the work day.	1	2	3	4	5
35	I feel fatigued when I wake up in the morning and have to face another day on the job.	1	2	3	4	5
36	I feel burned out from my work.	1	2	3	4	5
37	I feel very energetic.	1	2	3	4	5
38	I feel frustrated by my job.	1	2	3	4	5
39	I feel I'm working too hard on my job.	1	2	3	4	5
40	I feel like I'm at the end of my rope	1	2	3	4	5

Demographics – Kindly place a thick (✓) in the appropriate alternatives.

1. Your gender?

Male [] Female []

2. How old are you?

Under 25 [] 25-29 [] 30-34 [] 35-39 [] Over 39 []

3. What is your marital status?

Single [] Married [] Divorced [] Widowed []

4. Education Level?

High School [] 2 Years College Degree [] Bachelors [] Masters []

5. How many years have you been in practice?

Under 1 years [] 1 - 5 [] 6 – 10 [] Over 10 []