

Assessing factor affecting crew job performance: The Case of Ethiopian Airlines

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Declaration

I, **Abeba**, the under signed, declare that this thesis entitled: “**assessing factors affecting cabin crew job performance: The Case of Ethiopian Airlines**” is my original work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

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Acronyms

MRO : Maintenance Repair and Overhaul

ILO : International Labor Organization

Abstract

The primary objective of the study is to examine factors affecting cabin crews' job performance in Ethiopian Airlines. To this purpose the researcher has studied to analyze the effect of crew job performance, the extent to which job performance measurement are aligned with training, motivation and working conditions.

The research used quantitative research approach, a non-probability sampling technique which is purposive sampling technique, and used primary and secondary data collection methods. A five liker scales (Strongly agree, agree, neutral, disagree, and strongly disagree) questionnaire was designed and used to examine all the factors of the cabin crew job performance. Total samples of 333 were selected and 325 valid responses were collected with approximately 98% of response rate. The statistical analysis of this study was done by SPSS software version 20. The result of the study shown in inference and descriptive analysis, in descriptive analysis tables, mean and standard deviations used and in inference analysis, the result of multiple linear regressions was analyzed; the result of multiple linear regressions was analyzed.

The output of the regression analysis shows a value of 0.493 for working condition, 0.44 for training and 0.104 for motivation. Hence the findings implies that for every unit increase in the value of crew working condition, crew training and crew motivation, the value of the response variable crew job performance will increase by 49%, 44% and 10.4% for each independent variable respectively, setting all other predictor variable to be constant.

Ethiopian Airlines has a better focus on these dimensions to bring a higher level of crew job performance and should emphasize the stable working condition, training and motivation of crew to increase the job performance.

Keywords: *crew training, motivation and, working condition.*

CHAPTER ONE

1. INTRODUCTION

Understanding the essence of employee performance is a major concern of business organizations. Frontline service employees like flight attendants create a critical impression of the service by their behaviors and attitudes, which can significantly affect customer perceptions and satisfaction. Organizations need to understand the factors that affect employees' performance because such insight will help them make decisions that will improved performance of the employees and the overall performance of the organization (Mwangi, 2012). As a matter of fact most managers in organizations face with a crucial question of what factors influence employee performance and there is inadequate empirical information that might guide their efforts in enhancing overall job performance among employees (Salleh et al., 2011).

It is possible that there are significant factors that influence job performance which have not been researched and brought in to light. Different researchers conducted research on job performance in the Ethiopian Airline by linking it with different factors that affects the job performance. However, a research that aims to assess the factors affecting Cabin Crew job performance has not been done in the Ethiopian Airlines. Hence, this research is aimed at filling this gap by identifying the factors and assessing the extent to which these factors affect their job performance.

1.1 Back ground of the study

For any organizations that heavily rely on their employee to survive in the business, measuring their employee performance and finding out what factors affect their employee performance should be one of their priority issue. In a knowledge economy, organizations rely heavily on their employees to survive. They can only win a competitive advantage through their people (Alo, 2000).

Among the different contributing factors that should come together to ensure the performance of an organization, individual job performance play a major role in any organization especially

for organization where their product or service are delivered to its customers through its employee.

Job performance is the key dependent or predicted measure of management and it serves as the vehicle for judging the effectiveness of individuals, groups, and organizations (Szilagyi, 1981). The success of an organization depends on the performance of each individual at different level and carrier in an organization.

According to Oreg (2003), factors determining individual differences in job performance include cognitive ability, conscientiousness, goal orientation and motivation. Individual performance and job attitude vary from one person to another, personal needs and wants, fulfilling their dreams through their job, status recognition, wage, and working condition are a contributing factor of an individual performance. A good employee performance is necessary for the organization since an organization's success is dependent upon the employee's creativity, innovation and commitment (Kreisman, 2002).

In Airline industry, work environment for cabin crews are different from most job positions. It is an environment when on duty, the crews have no direct communication with the outside world, which has high expectation for quality service and customer satisfaction, needs a trained person who responds immediately for various normal and abnormal situations, including medical emergencies, flight defects and turbulences besides the standard inflight services. Mutual support, high communication skill and interdependency are among the many factors contributing for their performance. This paper is intended to examine factors affecting cabin crew job performance in Ethiopian Airlines.

1.2 Background of the Organization

Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia, which was founded in 1945, since then the airline has become one of the continent's leading carriers, operating at the forefront of technology. Ethiopian has more than 134 aircraft and serves 116 international and 23 domestic destinations operating the newest and youngest fleet, with the average age of 5 years. The airline has also become one of Ethiopia's major industries and a veritable institution in Africa. Currently, it revived and owns a 49% stake in Malawi Airlines, 49% stake in Zambia Airways and 40% stake in A- skyas per the different reports of the Airline.

The company has more than 13 thousand employees working under seven business units of which three thousands are hired on contractual basis. The Airline envisions to become the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, Maintenance Repair and Overhaul (MRO) and ground services by 2025.

The major business of the Airline is transporting passengers from one place to another which demands the use of cabin crew on each flight to serve its customer. It is in the care of the cabin crew members that passengers stays the longest ranging from 1 hour to 19 hours.

The performance management system of the organization is among other practices planned in this strategy which heavily relies on individual performance .However, the implementation and administration of the performance management system has always been challenged.

1.3 Statement of the Problem

According to Armstrong (2010), job performance is viewed as a function of three factors i.e. motivation, ability, and environment, which have influences over employee performance. In an organization like Ethiopian Airlines which operate globally in a high competitive global economy, having only tangible asset such as airport infrastructure and air planes are not enough. Proper utilization and efficient management of its human capital is very essential. In the Airline industry which provides commercial flights for passengers in the international market, having exceptional customer service is one of its competitive advantage.

Organizations need to understand the factors that affect employees ‘performance because such insight will help them make decisions that will inculcate improved performance from the employees and to an extension the overall performance of the organization (Mwangi, 2012). Work environment for cabin crews are different from most jobs known, it is an environment when on duty there is no direct communication with the outside world, which on the one hand has high expectation for customer satisfaction that needs a trained person who respond for various abnormal situation, including medical emergencies, flight defects and turbulences. Mutual support, high communication skill and interdependency are among the many contributing factors of their job performance. To meet such expectations, having a trained, motivated and good performing cabin crewmembers are a must and determination of the factors affecting their performance is essential.

Even though there are many studies conducted on Ethiopian airlines employee performance, there are no study conducted particularly on Ethiopian airlines cabin crewmembers. Hence, this paper is intended to assess the cabin crews perception on the existing training programs, their motivation to work and working conditions and to explore the relationship of these factors will have with cabin crew job performance. The study also aims to contribute to the limited literature by adding a new knowledge on determinant factors of cabin crew job performance.

1.4 Objectives of the Study

1.4.1 General objectives of the study

The general objective of the study is to examine factors affecting cabin crews' job performance in Ethiopian Airlines. The study based on the findings, aims at supporting the organization to design remedial action for the betterment of its cabin crew performance system and will provide a valuable input to policy makers.

1.4.2 Specific objectives of the study

The study has the following specific objectives:

- To assess working condition factors that affect cabin crew job performance.
- To assess training factors affecting cabin crew job performance
- To identify the motivational factors that affect cabin crew job performance
- To assess the cabin crew job performance factors
- To provide guidelines for the Ethiopian Airlines respective department to improve the performance of the cabin crews.

1.5 Research Question

- Are the workplace environment factors affect cabin crew job performance?
- Are the training factors affecting cabin crew job performance
- Are the identified motivational factors affect cabin crew job performance

1.6 Significance of the study

In the airlines industry that provide commercial transport for passengers, crew members who is performing at their best is one of the main competitive advantage. Cabin crews are considered as a backbone to the airline industry as the passengers spend all along their flight time with them. Thus, the level the cabin crew perform their job has a vital role on achieving the strategic plan of the company. This study attempt to explain the factors affecting cabin crew job performance in Ethiopian Airline. Additionally, it will help the management of Ethiopian Airlines and the policy makers to understand and focus on the main factors affecting the cabin crew and designing remedial actions to achieve their best performance.

1.7 Scope of the study

The study was focused on assessing factors that are affecting the cabin crew of Ethiopian Airline on their job performance. The study conducted the survey on Ethiopian Airlines cabin crew that comes for their annual recurrent training with different service year.

1.8 Limitation of the study

The study is only limited to Ethiopian airline cabin crews as there was no other airline with the same magnitude.

1.9 Definition of terms

Cabin Crew: Employees working at an airline whose responsibility is to guide and serve the customers of the airline.

Environmental factors: Elements outside the personality of an individual that influence his personal experiences

Layover– a rest period a cabin crew is given when they are away from home

Roster–is a published schedule for the cabin crew for the whole month.

Motivation: The general desire or willingness of someone to do something.

Performance: The ability to produces positive results or accomplishment in a company set on known standards such as increase profits, increase customers, and sales etc. It can

also be described as the action or process of carrying out or accomplishing an action, task, or function.

1.10 Organization of the study

The study is organized into five Main chapters. The first chapter is the introduction part. The second chapter deals with related literature review and chapter three describes about the chosen methodology and, source of data. Under chapter four, interpretation of the result and discussion of finding is made. Chapter five deals contains the summary, conclusion and recommendation part.

CHAPTER TWO

2. Review of Related Literature

2.1 Job performance

Employee performance has been defined by different researchers. According to (Campbell, 1990), job performance is a means to reach a goal or set of goals within a job, role, or organization. Campbell insists that it is not a single action but rather complex activity.

Performance is the extent to which the employee has shown his or her traits, engaged in behaviors and produced results which are appropriate to task performance, and has engaged in citizenship performance and counterproductive performance during a particular period of time (Ramawickrama, et al, 2017)

For every business, performance has been assessed by fundamentals of the business relating to sales, revenue or earnings (Osman et al., 2016). Nonfinancial indicators are crucial to consider as well for example, investigating the performance of the business which relates to human resource such as satisfaction, motivation, and absenteeism (Nilsen & Ringholm, 2019)

High performance results from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge, skills and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results (Armstrong, 2006:497-498). Organizations can achieve strategic goals through workforce efforts. It is widely believed that employees are the company's most valuable assets (Ilagan & Javier, 2014). Javier (2011) emphasized that the key to business success is its ability to retain the loyalty of its stakeholders, which include not only their customers but also the employees who run the business activities.

In any organization, every individual has its own expectations, beliefs, values and views (Tomažević, et al., 2014). He estimate that all employee cannot be satisfied by the same things, hence with the same condition what may satisfy one person might dissatisfy another employee. Many factors could influence the employee's job performance including equipment, physical work environment, meaningful work, standard operating procedures, and reward for good

or bad systems, performance expectancy, and feedback on performance, in addition to knowledge, skills and attitudes (Stup, 2003).

Employee performance refers to whether a person performs his/her job well. Job performance is the extent employee execute their work.to the best of their knowledge, ability and skill. A business needs to value its employees so they can perform efficiently, as well as to sustain their competitive position in the market (Imran et al., 2012). Furthermore, job performance has been defined as the way by which workers perform the tasks of the organization, also linking the behavior of workers with the norms of the company itself (Imran et al., 2012).

Factors of the workplace and satisfaction may likewise be helpful benchmarks for assessing future changes and advancements of work. Moreover, encouraging work conditions and environment are compelled to enhanced workers' attitude leading to better performance (Day & Bedeian, 1991).

2.1.1 Working condition and Job performance

According to Frame (2004) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. The work place environment play a great role on achieving the expected result. As per the International Labor Organization (ILO) website publications, working conditions is defined as the factors determining the circumstances in which the worker works. The factors include hours of work, work organization, job content, welfare services and the occupational safety and health of worker. In general, working conditions cover a broad range of topics and issues, from working time (hours of work, rest period and work schedule) to remuneration, as well as physical conditions and mental demands that exist in the work place.

Work environment can be anything that exists around the employee and can affect how he performs his/her duties. Alex S.Nitisemito (1992) state that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way.

Bakotic& Babic (2013) found that for the workers who work under difficult working conditions, the working condition itself is an important factor for job satisfaction. Hence, workers working under the difficult working conditions are dissatisfied by the working condition itself. To improve

satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. They also state that difficult working conditions influence employees' performances. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life or health, or, to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences. Hence, cabin crew who can efficiently and effectively handle all aspects of their work can increase their service performance (Heracleous & Wirtz, 2009).

A poor workplace is most likely one of the fundamental reasons for the high staff turnover rate and poor satisfaction and performance (Mustafa & Ali, 2019; Rossberg & Friss, 2004). Factors of the workplace and satisfaction may likewise be helpful benchmarks for assessing future changes and advancements of work. Moreover, encouraging work conditions and environment are compelled to enhanced workers' attitude leading to better performance (Day & Bedeian, 1991).

The benefits of creating and maintaining a positive working environment are huge that enables greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Robbins, 1997).

Better working environment would cause an effect toward the satisfaction level of the individual and hence further influencing the job performance of the worker (Ahmad et al., 2010).

Dissatisfied employees are likely to leave their jobs, thus understanding of employee job satisfaction and its contributing variable are important for any organization to exist and prosper (Majidi,2010). Similarly Oplatka & Mimon, (2008) noted that the principal reason as to why job satisfaction is to extensively researched is that it relates to significant association with life satisfaction (Buitendach & Dewitte, 2005), organizational commitment (Cullinah, 2005) and job performance (Buitendanch & Dewitte, 2005)

2.1.2 Working hours and schedule

Working hours:-As per the Wikipedia's definition, working time is the period of time that a person spends at paid labor. A cabin crew working time might be early morning, at nights, on weekend and even on holidays. Airline needs their cabin crew to work around the clock as they have to accommodate passengers at all times.

Typical working hours for Ethiopian airline cabin crew duty time is 14 hours for day and 13 hours for night shift. If it is a long-range flight which takes above 14 hours, the duty time might be extended to 18-19 hours by adding extra crewmembers. Those who work above the standard working hours are compensated through a hardship allowance. Over the course of the month, a cabin crew is expected to work 90 hours per month and have seven guaranteed days off. The duty time and other working norms that governs the cabin crewmembers are captured in the 10th collective agreement.

Schedule: - Wikipedia define schedule as a listing of a project's milestones, activities, and deliverables. Usually dependencies and resources are defined for each task, then start and finish dates are estimated from the resource allocation, budget, task duration, and scheduled events. Deveci and Demirel (2018) suggest that an airline crew scheduling can be defined as the assignment of flight and cabin crews to scheduled flights, so as to ensure that the crew needed for all flights are covered. A roster (schedule) is published for each cabin crew prior to the beginning of each month. It contains days off dates, how many night or day time flight they have, how many short, medium or long range flight and the starting and the ending time of each flights. There is a dedicated crew scheduling office responsible for assigning crewmembers to flights considering many factors for the timely and fair distribution of roster. Scheduling factors such as sleep deprivation, circadian disruptions, and extended duty periods continue to affect flight safety, crew's alertness and performance levels on both short-haul and long-haul flights.

2.1.3 Motivation and Job Performance

In service sector, excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011). Many studies have indicate that individuals can be motivated in many ways. Motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they

feel satisfied from their company (Zerbe et al, 1998). Simon and DeVaro (2006) argued that investment in developing motivated employees is an expense for the firm which will benefit the organization in the long run as it improves employee efficiency and quality of the service. Gittell, Nordenflycht, and Kochan (2004) warned that it must be kept in mind that minimizing the employee cost may lead to lower employee productivity and service quality.

The importance of employee motivation is much more central in the service industry as compared to other industries due to the direct interaction between employees and the customers. To achieve higher customer satisfaction level and productivity particularly in the service industry, the motivation of employees and their engagement with the organization is very essential (Harter, Schmidt & Hayes, 2002).

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful (Karan 2009).

Low motivation level amongst staff is reflected by various factors for example increasing rate of absenteeism, increase turnover ratio, decreasing teamwork amongst crew and increasing number of complaints from passengers as suggested by West and Anderson (1996). Therefore, to delight the customer, first companies are expected to motivate their staffs that leads to customer satisfaction, which is the base for today's business survivability. The challenge for today's management is motivating their employees consistently to provide excellent service beyond customer expectations, which is the secret of most successful companies in our competitive world (Shahzadi et al. 2014).

When explaining reciprocity benefits in relation to extrinsic motivation, Valler and Kowal explained that individual behaviors are driven by factors that can be perceived by an individual, and the benefits of that can be received in return for the actions. The fundamental goals for extrinsically motivating factors have been expressed as reciprocal benefits (Valler and, 2000; Kowal and Fortier, 1999).

Motivation enhances the job involvement and allows employees to be more creative and accomplish a more meaningful work and attain successive job performance (Rowley & Jackson, 2011). As stated by Milapo (2001) motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work, Hence, the employee motivation is essential for the success of employees, and achieving the organizational targets and objectives. Furthermore, employee motivation provides as an important factor of business activities whereby high motivation matches with job satisfaction, an intelligence of pride in someone's effort and a lifelong organizational commitment (Rafique, Ali & Ahmed, 2017)

In another word, motivation is an important factor which describes performance. That means it is a driving force contained by the individuals (Mullins, 2007).

The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectation of the organization. According to Armstrong (2003) all organizations are concerned with what should be done to achieve sustainable high levels of performance through people.

Le Tran, (2002) cited on his journal that motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time. Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees (Jobber, 1994).

Ethiopian airlines compete globally to attract customer and create customer loyalty. For this, cabin crewmembers concurrently play a major role in providing hospitality to passengers and in satisfying themselves under their working conditions, within a highly dynamic environment (Babbar & Koufteros, 2008)

2.1.4 Motivational Theories

Some of the very effective motivational theories that can be inferred from the cabin crews are equity theory, expectancy theory, and Maslow's hierarchy of needs. These theories show how an organization can maintain quality of service by motivating its employees to provide the right type of service to their customers.

The Equity Theory, defined by Gill and Stone (2010), is to believe in people's values and provide fair treatment. Adams's equity and justice theory states that employees strive for equity between themselves and other employees (Adams, 1963, Adams, 1965) The idea of this theory is to create a fair and motivational interaction between the organization and employees the equity theory shows that employees' behavior is motivated by what they see as fair or unfair treatment at work. The process of providing rewards must be configured to allow the employee to see the proportional distribution of the quality and quantity of work performed by employees.

Expectancy theory, can be applied when an employee decides to behave in particular way under the process of motivation. This is associated as the specific expected behavior from the organization which are created in detail so that organizations can apply the appropriate behaviors to their profession.. Oliver (1974) statements about coping with the behavior of others in line with expectations are possible only through the positive form of a motivational approach. According to Montana and Charnov (2008), this theory emphasizes that organizations need to link reward directly to performance and ensure that the rewards offered are appropriate and desirable for the recipient. Therefore, it is important to adopt a structured reward system.

The last and most important theory for understanding what motivates employees in an organization is Maslow's hierarchy of needs. This theory is based on understanding the five level of human needs and how to deal with different classes of those needs. In this approach, Maslow (1943) describe this through the Maslow's Motivational Pyramid: physiological, safety, social, ego, and self-actualizing. He argued that lower level need are satisfied before the next higher level need would motivate employee. Mittelman (1991) identifies that under organizational structure, it is important for the management to know the basic needs of the employees, which must get supported by the need for safety, followed by need for belongingness and love, esteem needs must be handled for the achievement of self-actualization.

2.1.5 Training and job performance

Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford 2002). In any organization, not everyone is fully equipped with any sort of expertise or carry the ability of handling every task he/she is assigned, except he is well versed in it and has strong track experience regarding that specific assignment. Training has been the main factor for influencing the employee's skills, abilities and

attitude. People working in any organization individually or in groups or in the shape of teams have never been able to handle their tasks by their own until and unless they provide healthy support to each other while working on their targets. Team members should develop the environment where they can bring down the shortcomings of weak members by consistently contributing to their weak performance (DeLise et al, 2010).

Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment. More rarely, it happens that employees are not fully trained regarding new working and technical techniques and they are unable to deliver to their assignments according to the desire of the organization. Effective training can bring down these flaws (Viscal, 2011).

Noe (2002) stated that training is interpreted as the activity where an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so that the learner can better perform a current task or job. Myles (2000), states that a company that seeks to train and develop its employees well and reward them for their performance has its employees in turn are motivated and thus more likely to be engaged in their work hence improving their performance and loyalty to their company.

To be assigned as a flight crew member in the airline industry, a person has to go under different safety and customer service trainings and have to complete all trainings successfully. For crew members who are already on the job, it is mandatory requirement to take safety recurrent trainings but inflight service training is provided on demand basis. In addition, before holding a position as a cabin crewmember to work independently, on job training is provided for new recruits in the cabin (a place inside the aircraft where the passengers sit and cabin crew members carry out their duty). These trainings are believed to support the cabin crew in improving their job performance and the Company they serve.

Noe, (2001) says that Organizations that embrace training and development practices are able to retain their customers, suppliers, employees, shareholders and other stakeholders in the long-run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance for the business.

Therefore, the significance of in-flight service training becomes critical as empirical evidence shows that the flight attendant is the airline employee that interfaces the most and for the longest period of time with the customer. Bartel (1994) and Batt (1999) found that employee productivity, service quality and customer satisfaction increased the more training employees received.

For this reason, cabin crew in Ethiopian Airline go through rigorous training to help minimize risks pertaining to emergencies and safety procedures as well as training to help them work and relate well with both the customers and with each other. Ultimately, it is the flight attendants' performance based on the acquired knowledge and skill garnered through training that result.

Driskell (2012) concludes that the manner in which training is offered, content of the training and the ability of the trainee ability would influence the training outcomes.

Tai (2010) found out that effectiveness of the training can be influence by employee's attitudes to a large extent. Employees with positive attitudes towards effectiveness of training are likely to appreciate training. Positive attitudes and behavior towards training and development may lead to a partnership between employees and organizations hence achievement of the organizational goals and objective.

2.2 Empirical Studies

A study conducted by Cheng J. H (2008) suggested that, having trained cabin crew members who is empowered is important for quality of interpersonal relationships. The problem of inadequate training programs can give rise to safety problems during in-flight services (Holtbrugge et al., 2006). This idea was also supported by Tucker, et al. (2002) who in his study state that, proper training for cabin crews improves not only their performance but also their motivation.

A study conducted by Fitsum, (2018) on factors influencing employee performance in Eritrean hotels have shown that there is a positive and significant relationship between motivation, training, working conditions and employee performance

Based on the study done by (CHRISTABELLA, P.2014), Job aid, Supervisor support, Physical work environment, work incentives and Performance feedback are factors of working environments that affect employee's performance.

To date, the advantages and importance of training for job and organizational performance have been extensively documented and researchers have found positive associations between training and several job factors (Aguinis & Kraiger, 2009; Bartel, 1994; Batt, 1999; Curtis et al., 2012).

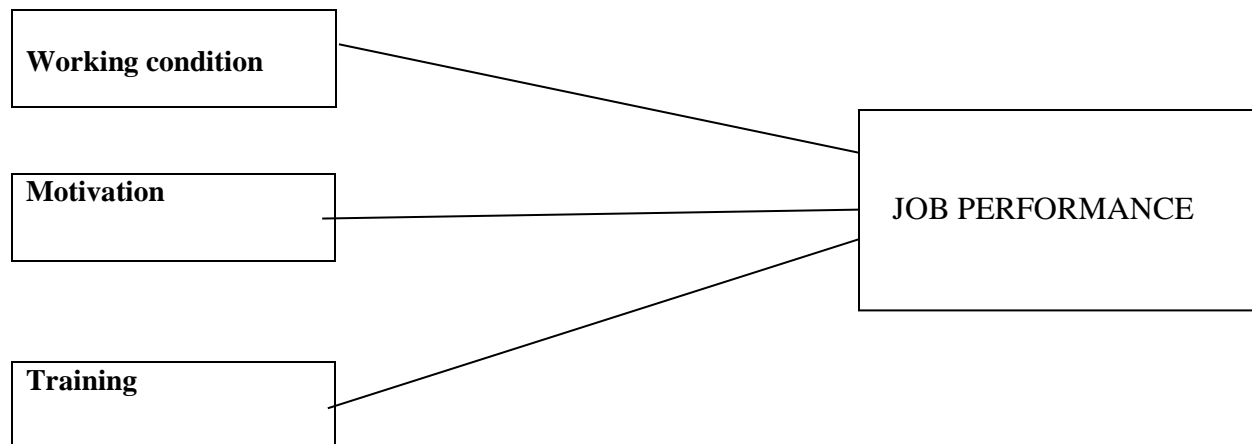
2.3 Conceptual framework

Taking the above discussion in to account, a self-developed conceptual framework issued to illustrate the theoretical constructs of the involved concepts. Accordingly, the figure below represents the study's conceptual framework showing the relationship between training, motivation, and working condition in the one hand and job performance on the other hand.

Independent variable

Dependent variable

Figure 1: Conceptual Framework



Source: Adopted from Faizal and Palil (2005) and modified by the researcher.

CHAPTER THREE

3. Research Design and Methodology

Introduction

This chapter describes the methodology used for the study. The main issues discussed here are the research approach, research design, research population, sample and sampling technique, source of data and type, data collection procedures, ethical consideration, reliability and validity test and method of data analysis.

3.1 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedure (Kothari, 2004). The study employs an explanatory research design as its purpose is to assess and find out the factors affecting cabin crew job performance and the relationship between the different variables such as training, motivation and working conditions with job performance factors in Ethiopian Airlines. The necessary data for this study was collected using primary source. A close-ended questionnaire was prepared and administered to a sampled cabin crew members selected randomly holding different positions. The study uses a quantitative research method which is considered efficient for this type of study.

3.2 Data Types and Scopes

Primary data was used in this study. A Likert scale questionnaire was designed to assess the level of perception of the cabin crew members on the list of training, motivation, working conditions, and job performance factors consisting and prepared by extracting sources from few established questionnaires.

3.3 Sampling techniques

Sampling enables the researcher conduct the study in a small number of units from the larger population. When recurrent and refresher training is given to crew members the classes are designed to incorporate crewmembers with different service year. Hence, the study uses a

purposive sampling technique targeting the cabin crew who will attend training in Ethiopian aviation academy.

3.4 Population of The Study

The cabin crewmembers who are currently on duty are the population of this study and the sample is taken from this population. Currently, there are 2000 cabin crew members working in the Airline and are considered as the population of study.

3.5 Sample Size

In order to determine the sample size for the study, an attempt is made to use the following simplified formula to calculate sample sizes. In this research, sampling location is Ethiopian Airline Aviation Academy.

According to Yamane (1967), with 95% confidence level and 0.05 sampling errors are assumed for the following equation

$$n = \frac{N}{1 + N(e)^2} = \frac{2000}{1 + 2000(0.05)^2} = 333$$

Where n is the sample size, N is population size and e is the level of precision.

Using the above formula, the sample size will be around determined at 333 from 2000 cabin crews of Ethiopian Airline.

3.6 Data Collection Techniques/Instruments

This study focused on the use of primary data, which was collected from the target sample. A structured questionnaire was used to collect the data. A survey by a questionnaire is considered the most appropriate method for measuring the perceptions of the workers, while minimizing the possibility of researcher bias and providing a greater degree of subjectivity because of the direct response and feedback from the respondents that can be collected in short period of time and in an easier manner. The data collection instrument for the study was developed based on literature from various scholars. The research questionnaire consists of two sections, the first section gathers information about respondent's demographic data and the other section collects data about the

respondents ratings of factor affecting of cabin crew performance using a five - point Likert scale, ranging from “1 =strongly disagree” to “5 = strongly agree.

3.7 Analysis Techniques

Analysis of the data is very important part of the research study. After collecting the data from both primary and secondary sources, the collected data was analyzed and interpreted using qualitative as well as quantitative data analysis tools

After collections, the quantitative data will code, enter to SPSS package, and clean, and verifies by the researcher. Afterward the researcher runs descriptive statistics on the study variables including frequencies, percentages, and tables to describe the characteristics of the study variables. Moreover, the qualitative information is sorted by thematic areas, analyzed, and incorporated to findings. In analyzing the data, the researcher also used inferential statistics like

Independent the F-test (ANOVA) model was employed. Correlation Analysis (Pearson product-moment correlation coefficient) and multiple regression techniques by Statistical Package for Social Sciences (SPSS) version 20 was used for the analysis of quantitative data. The regression analysis was used to measure the attributes which affect cabin crew job performance. Cabin crew job performance is the dependent variable whereas training; motivation and attendance of cabin crew in the airline are the independent variables.

3.8 Ethical Considerations

In this study, research ethics was considered to avoid any kind of harm or violation. The researcher ensures that respondents were aware of the objective of the research and their contribution to its completion and assured the respondents on the privacy and confidentiality of any information collected. In addition, the respondents are treated with due respect and courtesy to make them feel at ease.

3.9 Validity

Validity refers to the extent to which the instrument measures what the researcher actually wish to measure and it also refers to extent to which a concept or measurement corresponds well with to the real world. In addition to ensure the validity of this study, the research evaluated and commented on the instrument before it is distributed to the respondents.

CHAPTER FOUR

4. Data Presentation, Analysis, And Interpretation

Introduction

This chapter deals with the presentations, discussions and analysis of the data collected during study.

4.1 Response Rate Of Respondents

Table 1: Respondents response rate

Questionnaire Distributed	Returned Questionnaire	Returned %
333	325	97.6%

As show in the above table, out of the 333 questionnaire distributed to the respondents, 325 was returned that makes the response rate 97.6%. The response rate is highly acceptable to carry out analysis and generalize on the study.

4.2 Demographic factors of respondents

The following table shows the respondents profile for providing background information about the respondents.

Table 2 : Respondents profile Analysis

No	Item	Characteristics	Frequency	Percentage (%)
1	sex	Male	16	4.9
		Female	309	95.1
2	Age	Below 25	73	22.5
		25-35	186	57.2
		36-45	47	14.5
		46-55	14	4.3
		Above 55	5	1.5
3	Marital status	Single	200	61.5
		Married	75	23.1
		Married with children	44	13.5

		Divorced	6	1.8
4	Academic status	High school diploma	48	14.8
		College Diploma	46	14.2
		First Degree	167	51.4
		Second Degree &Above	64	19.4
5	Work Experience	1-5	212	65.2
		6-10	67	20.6
		11-20	31	9.5
		Above 20	15	4.6

Source: Survey Result (2022)

As shown above in table 4.2, concerning gender distribution of respondents, among the total respondents 309 (95.1%) are females whereas 16 (4.9%) are males. This response rate shows the female respondents are significantly high when compared with their male counterparts and this shows females domination of the cabin crew position within the Airline.

The age distribution among respondent’s shows that 57.2% of them are between the ages of 25-35 years where as 22.5% is below 25 years. Whereas, those between 36-45, 46-55 and above 55 years only account 14.5%, 4.3% and 1.5% of the study participants, making it least represented age group respectively. The fact that majority of the respondents, which is 79.7 %, are below 35 years indicated that the cabin crew position is staffed with young employees who can contribute more the achievement of company objectives.

The marital status profile shows that majority of the respondents i.e. 61.5% are single, 23.1% are married, 13.5%, are married with children and the remaining 1.8% are divorced.

Respondents profile regarding their educational status revealed that majority 167 (51.4%) of respondents are first-degree holders and 64 (19.7%) are second-degree holders or above. The remaining 48 (14.8%) and 46 (14.2%) respondents are high school complete and diploma holders respectively. The fact that all the respondents are above high school complete and majority of the respondents or around 71% holds first or second degree reveals that the people taken as subjects of the study are capable of understanding and answering the questions provided to them.

As pointed out in the table 4.2 regarding the working experience in number of service years, the sample populations were mainly dominated by new entrants with service years of 1-5 years, which is 65.2% of the total respondents. The 67 (20.6%) serves 6-10 years, 31 (9.5%) for 11 –20 years and 15 (4.6%) above 20.

4.3 Interpretation of the Questionnaire Response

The perceptions of the respondents were assessed using a five-point Likert scale questionnaire (1- Strongly Disagree, 2– Disagree, 3 – Neither Agree nor Disagree, 4 – Agree and 5 -Strongly Agree). The mean is computed for each question to assess the level of agreement, which is low mean indicate that majority of the respondents disagree while, higher mean value indicates their agreement. According to Zaidatolet. al., (2012), mean scores degree Mean = 1.00 – 2.33 Low, Mean= 2.34 – 3.67 moderate and Mean = 3.68 – 5 High. Standard deviation was also used to show the variability of measurements from the mean (average). The higher standard deviation indicates a wider distribution of the scores from the mean.

4.3.1. Training in Ethiopian airlines

No.	Training	No./%	Total	SD	D	N	A	SA	Mean	Std. Deviation
1	I have received a proper training specific to my job	No.	325	10	6	20	125	164	4.33	0.880
		%	100%	3%	2%	6%	39%	51%		
2	The situations used in training are very similar to those I encounter on my job	No.	325	12	15	51	154	93	3.94	0.963
		%	100%	3%	4%	16%	48%	29%		
3	I have the opportunity to be involved in activities that promote my professional development	No.	325	17	28	73	114	93	3.74	1.113
		%	100%	5%	8%	23%	35%	29%		
4	Training plans are developed and monitored for all Cabin Crew	No.	325	9	15	48	127	126	4.09	0.952
		%	100%	2%	4%	15%	39%	39%		
5		No.	325	10	16	59	129	111	3.99	1.038

	Training and development programs are consistently	%	100%	3%	5%	18%	40%	34%		
6	The company releases Cabin Crew from regular work to attend training	No.	325	10	25	44	123	123	3.99	1.041
		%	100%	3%	8%	14%	38%	38%		
7	There is a well-organized training program in the company	No.	325	7	10	39	128	141	4.19	0.913
		%	100%	2%	3%	12%	39%	43%		
	Aggregate Value								4.04	

As shown above in Table 4.3, respondents were asked seven questions designed to assess the training availability and related aspects for the cabin crew members. The first question was to assess whether proper training specific to the job was provided or not and 51 % and 39% of the respondents answered strongly agree and agree respectively. Only few (6%) of the respondents are neutral and only 5 % of the respondents express their disagreement (Strongly disagree/disagree). The mean value of 4.33 standard deviation (SD) shows majority of the respondents agreement with the appropriateness of the training.

To assess the relevance of the training contents to their day-to-day jobs, respondents were asked to rate the situations used in training are very similar to those encountered on their jobs and 48% of the respondents agreed and additional 29% strongly agreed with this statement. Cumulatively, 77% of the respondents agree that the situations used in the training are very similar to the situations encountered in the job. Among the respondents, 16% are neutral and only 4% and 3% of the respondents respond disagree and strongly disagree respectively. For this same question, the mean value of 3.94 and SD of 0.963 reveals the fact that majority of the respondents agree that the training is more relevant and similar with the actual scenario the cabin crew are facing in their jobs.

Respondents were asked to rate their agreement/disagreement regarding their involvement on available opportunities that promote their professional development. Among the 320 respondents, 29% of them strongly agreed that they are involved in activities that promote the professional development and additional 35% agreed on this statement. Significant percentage of respondents that is 23% neither agreed nor disagreed on this statement and remains neutral. Only 8% and 5% of the respondents reflect that they are disagreed and strongly disagreed on this statement. The

mean value of 3.74 and the SD value 1.11 shows that majority of the respondents are in agreement with the cabin crews' involvement in opportunities availed by the Airline that promote their professional development.

The other question communicated to the respondents were to assess their perception on whether the training plans are developed and monitored for all cabin crews, and 39% of the respondents strongly agree and the same percentage of the respondents which is 39% also agreed on this statement. The other 15% of the respondents remains neutral and only insignificant percentage of the respondents (total 6%) disagreed/strongly disagreed on that the training plans are developed and monitored for all cabin crewmembers. The mean value of 4.09 and SD of 0.952 shows there is a strong perception and agreement by majority of the respondents on the training plan development and monitoring mechanisms is designed to include all the cabin crewmembers.

The other follow up question under training was designed to assess the evaluation practice of the training development programs and 34% strongly agree that the training programs are consistently evaluated. The other 40% of the respondents also expressed their agreement for this description. Among the respondents, 18% of the respondents neither agreed nor disagreed and the remaining 5% and 3% of the respondents disagreed and strongly disagreed on this statement. The mean value of 3.99 and SD value of 1.038 shows that the respondents are agreed with the consistent evaluation of the training programs.

The other point assessed with the respondents are whether the Airline is releasing the crewmembers from their duty to attend trainings. Among the respondents, 38% strongly agree and the other 38% agree on this statement. 14% of the respondents are neutral, 8% disagree, and 3% of the respondents strongly disagree with this statement. The mean value of 3.99 and SD of 1.041 revealed the fact that majority of the respondents' agreement on the Airline's good practice of relieving the crewmembers from their duty to attend the training.

Under the training discussion, the organization of the training was one of the concern the respondents are required to reply. The reply shows that 43% of the respondents strongly agree and the other 39% of the respondents agree that the training organized for the crewmembers by the Airline is well organized. The respondents who remains neutral for this statement account 12% and only 5% of the respondents expressed their disagreement by replying disagreed/strongly

disagreed. The mean value of 3.19 and SD of 0.913 shows that the training provided for the Cabin crewmembers by the Airline is a well-organized one. This confirmation is very important as the organization of the training has direct impact on many factors such as employees' performance/productivity and motivation.

4.3.2. Motivation

The perception of the crewmembers about motivation is discussed in reference to the questions listed under the below table raised to the respondents. The statistical results of frequency, percentage, mean and standard deviation is presented under the table.

No.	Motivation	No./%	Total	SD	D	N	A	SA	Mean	Std. Deviation
1	I believe the level of employee motivation in the organization has an impact on my day to day activities	No.	325	16	16	55	101	137	4.01	1.107
		%	100%	5%	5%	17%	31%	42%		
2	The degree of motivation of employees in the organization has a direct impact on the levels of turnover. (Turnover is the process in which employees leave the organization and have to be replaced)	No.	325	16	20	75	110	104	3.84	1.083
		%	100%	5%	6%	23%	34%	32%		
3	The pay policies are satisfactory.	No.	325	94	86	68	43	34	2.50	1.315
		%	100%	29%	26%	21%	13%	11%		
4	The monetary compensation/salary structure & hardship allowance has an impact on my level of motivation.	No.	325	47	33	36	67	142	3.70	1.470
		%	100%	14%	10%	11%	21%	44%		
5	The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation.	No.	325	17	22	69	109	108	3.86	1.099
		%	100%	5%	6%	21%	34%	34%		
6	The quality of working environment at the organization has an influence on my motivation level.	No.	325	20	20	46	103	136	3.98	1.155
		%	100%	6%	6%	14%	32%	42%		
7	The type of relationship between me and the managers of the organization has an impact on my motivation.	No.	325	19	26	45	84	151	4.00	1.203
		%	100%	6%	8%	14%	26%	47%		
8	I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.	No.	325	14	26	29	68	187	4.22	1.139
		%	100%	4%	8%	9%	21%	58%		
9	The degree to which I believe promotion opportunities exist within the organization has an impact on my motivation.	No.	325	16	12	42	104	151	4.11	1.088
		%	100%	5%	4%	13%	32%	47%		
	Aggregated value								3.80	

The first question forwarded to the respondents is intended to assess their perception on the impact the level of employee motivation has on their day-to-day activities and 42% of the respondents strongly agreed that their motivation to work has direct relation with their day-to-day activities. The other 31% replied by expressing their agreement with this statement. The respondents who neither agreed nor disagreed with this statement account for 17% of the total respondents and a small percentage of 10% of the respondents believe that their motivation has no impact on their day-to-day performance. The mean value of 4.01 and SD value of 1.107 shows that majority of the crewmembers believe that the action taken by the Airlines to motivate its employees has direct impact on committing their daily activities on a rightful manner.

The respondents were asked to reflect their perception on the impact motivation has on the levels of employees' turnover 32% of them strongly agreed and 34% of them agreed to this statement. Significant number of respondents that is 23% shows neutrality and 11% responds that they disagree/strongly disagree with the statement that motivation has impact on employee turnover. The mean value of 3.84 and SD value of 1.083 indicated that majority of the respondents believe that the degree of motivation of employees in the organization has a direct impact on the levels of employees turnover.

The respondents were asked about their satisfaction on the pay policies of the Airline for cabin crewmembers and only very few number of respondents expressed their agreement on the pay policies. Among the respondents, only 11% replied they strongly agree and 13% replied they agree that the pay policy is satisfactory. Significant number of respondents that is 21% remains neutral and a cumulative 55% of the respondents disagree or strongly disagree that the pay policy is satisfactory. The mean value of 2.50 and SD value of 1.315 shows that majority of the respondents do not believe that the pay policy that is put in place for the cabin crewmembers by the Airline is not satisfactory for them.

The respondents were asked to rate the monetary compensation/salary structure & hardship allowance they are earning has an impact on their level of motivation and 44% of them responds that they strongly agree and 21% agree with this statement. A cumulative 24% of the respondents replied that they are not motivated by the salary structure and hardships allowance the Airline is

offering for the cabin crewmembers and 11% of the respondents are neutral to reply to this question. The mean value of 3.70 and the SD of 1.47 indicates the fact that majority of the respondents shows their agreement on the salary structure & hardship allowance paid by the Airline to the cabin crewmembers motivates them to work. As employees in the Airline work to earn money, it is a very good indication that majority of the respondents don't have issue on the payment structure and their earning which also has a motivational factor to increase their performance.

In order to know the respondents perception of the effectiveness of information/communication on their motivation, they were asked the effectiveness in which information is made available in the organization and the role the communication influence has on their motivation. For this question, 34% of the respondents strongly agree that the executive communication has a role on motivation and the other equal number of respondents respond 'agree' to this question. , For this same question, 21% of the respondents refrain from agreeing/disagreeing and kept neutrality and the other 6% and 5% of the respondents disagree and strongly disagree respectively. The mean value of 3.86 and SD value of 1.099 reveals that the majority of the respondents belief in effective communication role on their motivation.

The other aspect checked with the respondents was to assess the quality of working environment influence on the level of motivation, 42% of the respondents strongly agree, and the other 32% agree that quality of working environment is a motivational factor for them. The remaining 17% of the respondents remains neutral followed by 12% of the respondents who expressed their disagreement on this same statement. The mean of 3.98 and SD of 1.155 also shows majority of the respondents have perceived that good working environment have a positive and direct relationship on their motivational level. This shows employees value the working environment and if the Airline have a good working environment, its chance of having a well-motivated cabin crewmembers is high.

The respondents were asked to assess the motivational impact the employees have with their managers and the big portion of respondents with 47% rate they strongly agree that the type of relationship between the employee and the managers of the organization has an impact on their motivation. The other 26% of the employees also agreed with this statement and 14% of the respondents refrain from agreeing/disagreeing by remaining neutral. Only 8% of the respondents

clearly mentions they disagree, 6% strongly disagree the relationship between employees, and managers have any motivational role. The mean value of 4.00 and SD value of 1.203 shows that the employees majority of the respondents believe the relationship they have with their managers has impact on their motivation to work. This reminds the Airline to work on/keep a management that valued its employees as the employees valued the relationship they have with their managers/supervisors have motivational effect.

With the intention to understand the employee’s perception on the fairness of employee’s treatment at their workplace on their performance, the respondents were asked to rate and 58% of the respondents strongly agree that the fairness of the Airline in treating its employees has direct impact on their performance. Another 21% also agrees with this statement, which adds up to increase the total agreed respondents to 78%. Only 9% of the respondents prefers to be neutral followed by 8% disagree and 4% strongly disagree. The mean value of 4.22 and SD of 1.139 reveals that majority of the respondent belief on the treatment they get in their workplace have direct impact on their performance. .

The respondents’ attitude toward the existence of promotional activities and its impact on their motivation to work was assessed and 47% of the respondents strongly agree that the promotional opportunities available in the Airline has impact on their motivation. Another 32% of the respondents replied as agreed and 13% of the respondents neither agreed/ or disagreed. There were only small number of respondents that expressed their disagreement with this statement with the rate of 5% disagreed and 4% strongly disagreed. The mean value of 4.11 and SD of 1.088 reveals the fact that majority of the respondents believe promotion opportunities exist within the organization has an impact on their motivation to work.

4.3.3. Working condition

No.	working condition	No./%	Total	SD	D	N	A	SA	Mean	Std. Deviation
1	working hours limitation is respected	No.	325	80	36	85	78	46	2.91	1.383
		%		25%	11%	26%	24%	14%		
2	crew combination and number assigned is sufficient for a flight	No.	325	145	81	37	36	26	2.12	1.302
		%		45%	25%	11%	11%	8%		
3	Relationship with coworkers is good	No.	325	15	23	98	120	69	3.64	1.029
		%		4%	7%	30%	37%	21%		

4	Monthly schedule is not interrupted	No.	325	152	65	46	39	23	2.12	1.314
		%		47%	20%	14%	12%	7%		
5	I believe there is A fair roster distribution	No.	325	211	49	29	20	16	1.73	1.253
		%		65%	15%	9%	6%	5%		
6	The nature of the job itself influences my level of motivation at the job.	No.	325	33	20	94	110	68	3.51	1.181
		%		10%	6%	29%	34%	21%		
7	There is a team work spirit at Ethiopian Airlines	No.	325	26	25	94	103	77	3.56	1.161
		%		8%	8%	29%	32%	24%		
8	Rest period between flights are respected	No.	325	49	39	81	101	55	3.26	1.276
		%		15%	12%	25%	31%	17%		
9	The working environment is safe	No.	325	33	42	87	102	61	3.36	1.216
		%		10%	13%	27%	32%	19%		
Aggregated value									2.9028	

The cabin crewmembers were requested to assess whether the Airline has respected the working hours limitation set for them. For this question 14% strongly agree and 24% agree that the Airline respects their working time limitation. The majority of the respondents strongly disagree and reflects their perception that working hours are not respected by the Airline. In addition those strongly disagrees, 11% of the respondents also disagrees and reveals their working hours limitation is not respected. The remaining 26% of the respondents neither agrees nor disagrees for this statement. The mean value of 2.91 and SD value of 1.383 reveals that the majority of the responses are neutral.

In relation to assessing the working conditions on a flight, respondents were checked to provide their perception on the positions combination of the crewmembers and the sufficiency to carry out their duties. For this question, only 8% and 11% of the respondents strongly agree and agree respectively. Majority of the respondents claims that the crewmembers combination and number are not enough to carry out flights as evidenced by the response strongly disagree and disagree accounted for 45% and 25% respectively. The remaining 11% of the respondents either agrees or

disagrees for this statement. The mean value of 2.12 and SD of 1.302 also shows that majority of the respondents believe that the crew members assigned for flights to carry out the flight operations are not sufficient to provide the required service and the combination of the assigned positions are not enough.

One of the determinant factor for a better working condition is the relationship that employees have with their coworkers. To check this element of working condition, the respondents were requested to provide their opinion and 21% of the respondents strongly agree that they have good relationship with coworkers and the other 34% indicates their agreement for this statement. Majority of the respondents accounted for 30% of the respondents are neutral on expressing their perception of their relationship with coworkers and only 11% of the respondents do not agree with the existence of good coworker relationship. The majority of the respondents' perception shows that they have good relationship with their coworkers as evidenced by the mean value of 3.64 and SD value of 1.029.

The flight schedule was prepared and communicated to the cabin crewmembers every month and respondents were requested whether the schedule is respected or not. Only 7% strongly agreed and 12% agreed that the schedule is respected. However, majority of the respondents put the reliability of the schedule in question as can be seen from the rate of strongly disagree and disagree response which is 47% and 20% respectively. The remaining 14% of the respondents are neutral in responding to this question. The mean value of the 2.12 and 1.314 also shows that there is a strong perception by the cabin crewmembers that their schedule is interrupted and not respected. This will have impact on the quality of the working conditions.

Roster distribution is one of the key fairness and working condition that the cabin crewmembers expected from the Airline. All available flights should be fairly distributed to the cabin crewmembers. Respondents were asked to assess the fairness of the roster distribution among the cabin crewmembers and only 11% of the respondents who replied agree/strongly agree perceived that there is a fairness in the preparation of their roster. The majority of the respondents believe that there is no fairness in the preparation of flight schedule as evidenced by 65% respondents replied they strongly disagree and the other 14% disagree with the idea of fairness. The remaining 9% of the respondents remains neutral to express their agreement/disagreement. The mean 1.75 and SD 1.253 indicated that there is a strong perception that the roster distribution is not fair.

For the statement, “the nature of the job itself influences my level of motivation at the job” 21% of the respondents strongly agree and 34% of the respondents agree. Big portion of respondents that is 29% neither agreed nor disagreed that they job influences their level of motivation. The other respondents constitute 6% and 10% disagree and strongly disagree on this statement. The mean value of 3.51 and SD of 1.181 shows there is no agreement/disagreement by the respondents to believe their job influences their level of motivation.

Respondents were also requested the existence of team spirit with in the Airline and 24% of the respondents strongly agree and the other 32% agree that there is a team spirit among employees within the Airline. Substantial number of respondents that is 29% refrain from agreeing/disagreeing for this statement and prefers to be neutral. The number of respondents that disagrees with the existence of the team spirit adds up to 16 % of which 8% of the respondents disagree and the other 8% strongly disagrees. The mean value of 3.56 and SD of 1.161 reveals the fact that there is no agreement/disagreement on the existence of team spirit within the cabin crewmembers. This is alarming for the Airline provided the cabin crew work is performed in teams and this requirement is very important.

One of the working condition for the cabin crewmembers the rest period they have between flights and for this statement 17% of the respondents strongly agree and the other 31% agree that the rest period between flights are respected. 17% of the respondents shows strong disagreement and the other 12% disagree with the statement and do not believe their rest period is respected. The remaining 25% of the respondents do not express their agreement/disagreement and maintain neutrality on this issue. The mean value of 3.26 and SD value of 1.276 reveals that majority of the respondents neither agreed nor disagreed on the statement the Airline schedule respects the rest period between flights.

The safety of the working environment is one of the assessment point administered to the respondents, only 19% of the respondents strongly agree, and the other 32% agree that the working environment is safe. There is disagreement by large number of respondents as evidenced by the response rate of 17% strongly disagree and 12% disagree with this statement. Significant number of respondents with the rate of 24% remains neutral to express their agreement/disagreement with this statement. The mean value of 3.36 and SD of 1.216 reveals the fact that there is no agreement/disagreement by the respondents on the safety of the working environment.

4.3.4. Job performance

No.	working condition	No./%	Total	SD	D	N	A	SA	Mean	Std. Deviation
1	The company encourages employees to work to the best of their abilities	No.	325	70	57	83	69	46	2.89	1.344
		%		22%	18%	26%	21%	14%		
2	The company is able to maximize employee potential	No.	325	45	65	88	85	42	3.03	1.245
		%		14%	20%	27%	26%	13%		
3	I get a sense of personal accomplishment from my work	No.	325	30	34	80	117	64	3.47	1.181
		%		9%	10%	25%	36%	20%		
4	My job enables me to make use of my skills and abilities	No.	325	29	31	77	123	65	3.51	1.172
		%		9%	9%	24%	38%	20%		
5	Knowing my objective helps me to concentrate on my work and hence better performance	No.	325	10	14	43	149	109	4.03	0.957
		%		3%	4%	13%	46%	34%		
6	I do my job independently and I am encouraged to do the same by my supervisors.	No.	325	28	34	69	109	85	3.59	1.222
		%		9%	10%	21%	34%	26%		
7	I love my work and I am motivated to complete the jobs that are assigned to me	No.	325	16	21	26	94	169	4.17	1.119
		%		5%	6%	8%	29%	52%		
8	Employee performance is important for the growth of the company	No.	325	10	8	19	76	212	4.45	0.945
		%		3%	3%	6%	23%	65%		
9	I am committed to the mission and direction of my organization	No.	325	7	9	23	96	190	4.40	0.895
		%		2%	3%	7%	30%	59%		
	Aggregated value								3.7243	

For the successful achievement of the company goals and objectives, employees' job performance has a paramount effect. A list of Likert scale questions were prepared and posed to the respondents for measuring their job performance. Respondents were asked to rate their response by choosing "Strongly Agree", "Agree", "Neutral", "Disagree" and "Strongly Disagree" as shown in the above table.

The first question forwarded to the respondents was designed to assess whether the Airline has a system to encourage its employees to work to the best of their abilities, and 14% of the respondents strongly agree and the other 21% agree that the Airline encouraged its employees to work to their best abilities. A big portion of respondents disagrees with this statement as evidenced by the rate that 22% strongly disagree and 18% disagree. The remaining 26% of the respondents neither agreed nor disagreed for this statement and remains neutral. The mean value of 2.89 and SD of 1.344 shows majority of the employees do not approve/disapprove the existence of a system in the Airline that encourages employees to work. The objectives of the Airline can be achieved only through the commitment and energy that each employee brings to the job and the assessment result is sending the Airline to check itself and have visible system that encourage its employees to work on their best abilities.

The other question under the job performance is intended to assess the availability of a system designed by the Airline that enables it to maximize employee potential and 13% of the respondents strongly agree and 26% agree that there is a system designed by the Airline that enables them to maximize their potential. The 14% of respondents strongly disagree and the other 20% disagree with this statement revealing 34% of respondents who do not believe there is a system that encourages them to make the best use of their potential. The majority of respondents that accounts 27% maintains their neutrality by refraining from agreeing/disagreeing to this statement. The mean value of 3.03 and SD of 1.245 substantiates the majority of the respondents neither agreed nor disagreed to the availability of a system that encourages employee to use the best of their potential.

For the statement "I get a sense of personal accomplishment from my work", significant number of respondents express their agreement as can be seen in the above table that 20% of the respondents strongly agree and the other 36% agree that their work provides them the opportunity of personal accomplishment. 25% of the respondents are neutral on this statement followed by 9% strongly disagree and 10% disagree ratings. The mean value of 3.47 and SD of 1.181 reveals that

majority of the respondents neither agreed nor disagreed on the issue that their job provides them with personal accomplishment.

For the question forwarded to determine the extent to which the cabin crewmembers use their skills and abilities in their job, 20% of the respondents strongly agreed and the other 38% agreed that they are using their skills and abilities in their job. The other respondents who stand in disagreement with this statement accounts for 9% strongly disagree and the other 9% disagree. The remaining 24% of the respondents are neutral in expressing their views on this statement. The mean value of 3.51 and SD of 1.172 reveals that majority of the respondents are neutral in expressing the enablement of their jobs to make use of my skills and abilities.

For the statement, “knowing my objective helps me to concentrate on my work and hence better performance”, majority of the respondents expressed their agreement as can be seen from the 34% strongly agree and 46% agree response rate. Only a small portion of respondents disagree with this statement as evidenced by the small cumulative percentage response of 7% disagree/strongly disagree. The respondents who are neutral in expressing their agreement/disagreement are also small which accounts for 13% of the total respondents. The mean value of 4.03 and SD value of 0.957 indicated that the majority of respondents agreed that the knowledge of the objective supports them to give attention to their job and enhance their performance. This is the most important acknowledgement from the employees as knowing their objective helps them to contribute and put more effort in the accomplishment of the Airline objectives.

In order to assess the employees’ dependency level on performing their jobs, respondents were asked to answer whether they are doing their job independently and the level of support provided by their supervisors to do independently. For this statement, 26% of the respondents strongly agree and the other 34% agree that they are performing their jobs independently and their supervisors are supportive to do their jobs independently. There is moderate level of disagreement on this statement from the respondents as can be seen in the above table that 10% disagree and 9% strongly disagree. The remaining 21% of the respondents are neutral in expressing their views on this issue. The mean value of 3.59 and SD value of 1.222 shows that the majority of the respondents are be neutral.

For the question designed to assess the extent of love employees have for their jobs and their level of motivation to complete the jobs assigned to them, the number of respondents strongly agree for

this statement stands at 51% and the other 29% also agreed on this statement. Only 9% of respondents lies between agreement/disagreement. The remaining 11% of the respondents expressed their agreement split in to 5% strongly disagree and 6% disagree. The mean value of 4.17 and SD of 1.119 indicated that majority of the respondents confirmed that they love their work and motivated to complete the jobs that are assigned to them.

To assess the perception employees have on the importance of their performance for the growth of the Airline, respondents were requested to rate a statement expressing the same. For this statement, large number of respondents' accounts 65% of the total respondents strongly agreed and 23% agree that they have good understanding of their job performance direct linkage with the growth of the Airline. Only small portion of respondents disagree/strongly disagree with this statement which are rated as 6% of the total respondents and the other 6% maintains neutrality. The mean value of 4.45 and SD of 0.945 shows the majority of the respondents' strong agreement, awareness and belief that their performance has direct impact on the growth of the Airline.

The last question under the job performance section of this study was designed to assess the level of commitment employees have for the mission and direction of the Airline. For this statement, significant number of respondents expressed their strong agreement as evidenced by the 59% rate of strongly agree and the other 30% of the respondents agree for the same statement. Only very few number of employees accounts for 5% of the total respondents disagree/strongly disagree followed by the other 7% of respondents who expressed their neutrality on the issue. The mean value of 4.40 and SD value of 0.895 also indicated that majority of the respondents confirmed that they are committed to the mission and direction of my organization and are motivated and willing to achieve the objectives of Airline.

4.4 Descriptive Analysis

The reason for using descriptive statistics is to compare the different factors that affect the level of employee performance by using the means and standard deviations values. The value of mean indicate the level agreement which is low mean indicate that majority of the respondents disagree while, higher mean value indicates their agreement. According to Zaidatol et. al., (2012), mean scores degree Mean = 1.00 – 2.33 is Low, Mean= 2.34 – 3.67 is moderate and Mean = 3.68 – 5.00 is High score.

Standard deviation was also used to show the variability of measurements from the mean (average). The higher standard deviation indicates a wider distribution of the scores from the mean. Whereas, the value is lower, it indicates a narrower distribution with more similar or homogeneous spread of scores around the mean (Mark et.al, 2009).

As far as this descriptive statistic is concerned, the factor which affects cabin crew job performance is above satisfactory level with a mean value of **3.575** on a 5-point Likert scale. This implies that training, motivation, and working condition influence crew job performance.

Table 3: Descriptive analysis

Descriptive Statistics			
	N	Mean	Std. Deviation
Training	325	3.6927	.68058
Motivation	325	3.7843	.67389
Working Condition	325	3.3815	.71519
Job performance	325	3.4418	.71974
Valid N (listwise)	325		

From the descriptive statistics performed using the data collected relating to the factor affecting of crew job performance, the effects with the highest means included: crew motivation (3.7843) and crew training (3.6927). These inducted that majority of the respondents admitted that crew motivation and trainings are a highly significant factor to the crew job performance at the Ethiopia Airlines. On the other hand, working condition (3.3815) has moderately affected crew job performance.

4.5 Reliability Test

To measure the reliability of data, the widely used Cronbach's Alpha approach was applied to test as a measure of internal consistency to validate the questionnaire survey and to measure the consistency of the questions. The coefficient of alpha varies from 0 to 1 and the value of 0.5 or less generally indicates unsatisfactory internal consistency reliability and unacceptable (Ramayah, 2011).

According to Zikmund et al., (2000) scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability and acceptable.

Table 4: Reliability Test

	Number of Item	Cronbach's Alpha Value
Total No. of Item	34	
Training	7	.918
Motivation	9	.944
Working Condition	9	.908
Job performance	9	.893

Based on the above range all the 34 variables designed were found to be a good measure of the internal consistency. The Variable's alpha coefficient is greater than 0.8 which implies that the data reliability is acceptable.

4.6 Inferential Statistics

In this section, the result of inferential statistics employed in the study supported on Pearson correlation coefficient and multiple regressions were elaborated. To investigate the significant effect of training, motivation and working condition the cabin crew performance, multiple regression models was applied. This regression is conducted to know how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable of training, motivation and working condition explains the dependent variable, which is the cabin crew performance.

4.6.1 Regression Assumption Test

4.6.1.1 Test of normality Assumption

The normality of the data should be tested before running the analysis of the data using skewness and Kurtosis. According to Fieled (2005), normally distributed data assumed that the data are from one or more normally distributed populations. The rationale behind hypothesis testing relies on having normally distributed populations. If these assumptions are not met, the logic behind hypothesis testing is assumed to be flawed.

Accordingly, the value of S (Skewness) and K (Kurtosis) and their respective standard errors were computed. An absolute value between -2 and +2 score for Skewness and Kurtosis is expected to be significant at $p < 0.05$. The large sample will give rise to small standard errors and so when sample sizes are big, significant values arise from even small deviations from normality for both skewness and Kurtosis (Fieled, 2005)

Table 5: Normality Test

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Training	325	-.732	.135	1.513	.270
Motivation	325	-.959	.135	1.818	.270
Working Condition	325	-.115	.135	.347	.270
Job performance	325	-.349	.135	.560	.270
Valid N (listwise)	325				

As the above table result we can conclude that all the absolute values of skewness and the kurtosis are between -2 and +2 and it indicates that all independent variables are significantly affected by the dependent variables.

4.6.1.2 The Assumption of Multicollinearity

This assumes that there should not be a high level of relationship between independent variables and if a high correlation value is found, it is said to be multicollinearity exist. Tolerance of 1 indicates no multicollinearity and tolerance values approaching 0 indicate a severe multicollinearity problem. Commonly used cut-off points for determining the presence of multicollinearity is a tolerance value of less than 0.10, or a Variance inflation factor (VIF) value of above 10 (Pallant, 2005). As illustrated in table 14 the value of variance for all explanatory variables is less than 10%., so the assumption of the Multicollinearity problem did not exist.

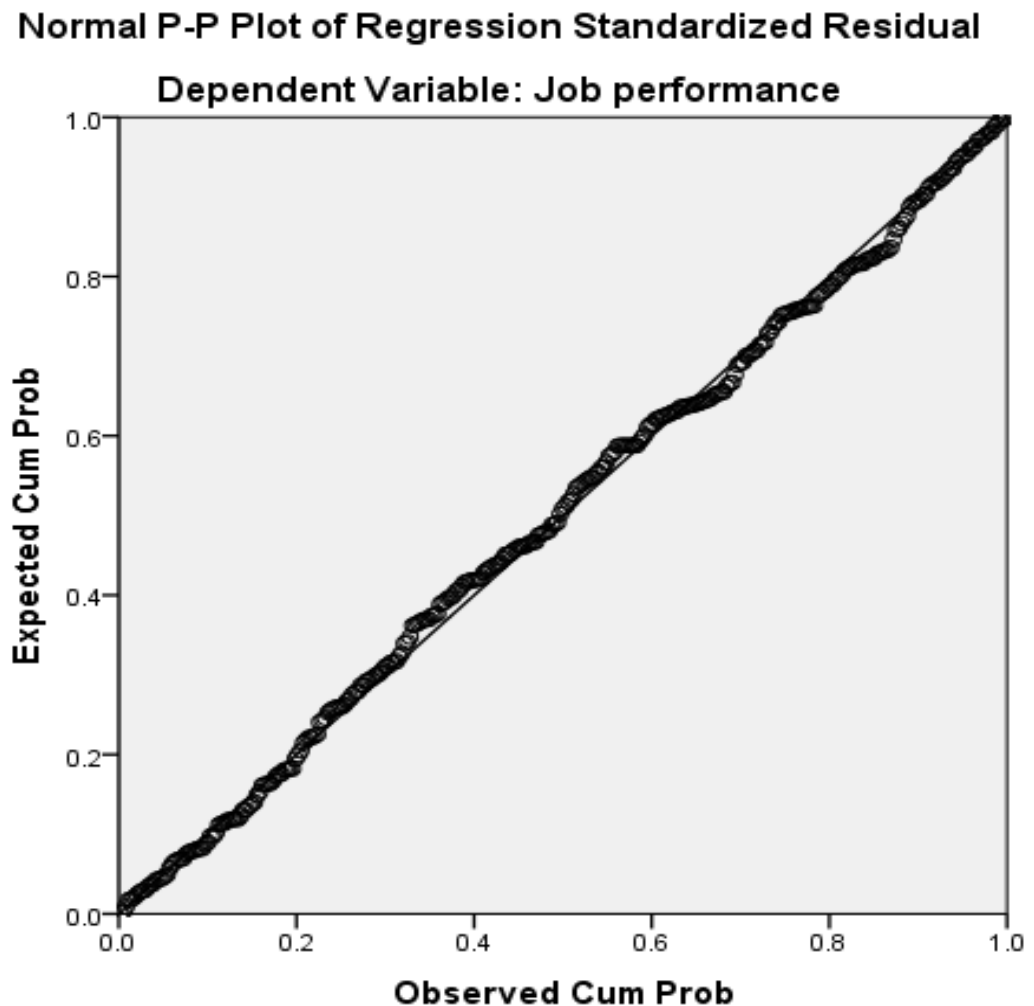
Table 6: VIF and tolerance for Multicollinearity

Model	Collinearity Statistics		
	Tolerance	VIF	
1	(Constant)		
	Training	.353	2.829
	Motivation	.433	2.308
	Working Condition	.309	3.236

4.6.1.3 The Assumption of linearity

To determine whether the relationship between the dependent variable and the independent variables (crew training, motivation and work condition) is linear; plots of the regression residuals through SPSS software had been used. And the scatter plot of residuals in figure 4.1 shows no large difference in the spread of the residuals. This result suggests the relationship the study was trying to predict is linear.

Figure 2: Linearity Test



4.6.1.4 Correlation Analysis

Correlation refers to synonym for association or the relationship between variables. Correlation coefficient is a statistical measure of the degree to which change to the value of one variable predict change to the value of another. Higher correlation value indicates stronger relationship between both sets of data (Coetzee, 2003). Correlation coefficients are expressed as value between +1 and -1. A coefficient of +1 indicates a perfect positive correlation. A coefficient of - 1 indicates a perfect negative correlation.

Table 7: Correlation Analysis

		Correlations			
		Training	Motivation	Working Condition	Job performance
Training	Pearson Correlation	1	.685**	.788**	.869**
	Sig. (2-tailed)		.000	.000	.000
	N	325	325	325	325
Motivation	Pearson Correlation	.685**	1	.732**	.742**
	Sig. (2-tailed)	.000		.000	.000
	N	325	325	325	325
Working Condition	Pearson Correlation	.788**	.732**	1	.890**
	Sig. (2-tailed)	.000	.000		.000
	N	325	325	325	325
Job performance	Pearson Correlation	.869**	.742**	.890**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	325	325	325	325

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

In this study correlation result is given on table 13 which shows the relationship between the independent variable and dependent variable). To interpret the result, it is better to see (Franzblu, 1985) definition which has five classical rules as shown below in interpreting the coefficient of correlation between two different variables.

- (r=0 to 0.20) indicates negligible or no correlation
- (r=0.2 to 0.40) indicates positive but low degree of correlation
- (r=0.4 to 0.60) indicates positive moderate degree of correlation
- (r=0.6 to 0.80) indicates positive and marked degree of correlation
- (r=0.8 to 1.00) indicates positive and high degree of correlation

Cabin crew performance was correlated with crew training, motivation, and working condition and a relationship was observed. The above table shows a correlation between the effects of crew performance. The result of the correlation analysis shows that there is strong positive and

significant relationship or correlation between job performance and the attribute factors (training, motivation and working condition) of crews. Crew working condition and job performance ($r = 0.890$, $p < 0.001$) has positive and higher degree higher degree of correlation and relations with crew motivation and job performance ($r = 0.708$, $p < 0.001$) has positive and marked degree of correlation. This indicates that the positive and higher degree correlation value is seen between crew working condition and job performance.

4.6.2 Regression Result Analysis

The overall regression result is summarized as follows:

Table 8: Analysis model summary of R and R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.933 ^a	.870	.869	.26035	.870	718.404	3	321	.000

a. Predictors: (Constant), Working Condition, Motivation, Training

b. Dependent Variable: Job performance

As it is indicated the above table, correlation between dependent and independent variable is given by R value 0.933. Additionally, R square and adjusted R square value is given by 0.870 and 0.869, respectively. This is interpreted as 87% of variance in crew job performance (dependent variable) is explained by the independent variables, while 13% of variation in crew job performance can be attributed to other variables which are not considered in this study. If another factor is presented, it would further explain 96.9% as shown by the Adjusted R square.

Table 9: ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	146.082	3	48.694	718.404	.000
Residual	21.758	321	.068		
Total	167.840	324			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Working Condition, Motivation, Training

The F- test result in the ANOVA table and the significance value shows whether the overall regression model is good predictor and the probability of this result is occurred by chance or not. The significance value is 0.00 which is less than 0.05 thus the model is statistically significant in predicting how cabin crew training, motivation and working conditions affect the cabin crew job performance. The F critical at 5% level of significance is 0.00. Since F calculated is greater than the critical value (F 718.404= , p < .000), this shows that the overall model is significant.

Table 10: Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.246	.088		-2.784	.006
1 Training	.440	.036	.416	12.315	.000
Motivation	.104	.033	.098	3.202	.002
Working Condition	.493	.036	.490	13.554	.000

From the Beta Coefficient table, the researcher highly concentrated on the values of the *standardized Beta coefficient* in order to figure out the relative importance of each independent variable.

Based on the relation observed on table we can see that the contribution of crew working condition 49.3%, crew training 44% and crew motivation 10.4% for the variation observed in the dependent variable (crew job performance).

The linear multiple regression formula for the dependent variable (job performance), and the three independent variables of crew training, crew motivation and crew working condition, took the form of the regression equation is therefore,

$$CJP = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:

- CJP (Crew Job Performance) in the dependent or predicted variable.
- β_0 is the CJP- intercept, i .e, the value of CJP when X1, X2, and X3 are 0.

- β_1 , β_2 and β_3 are the regression coefficients representing the change in CJP relative to the one-unit change in X_1 , X_2 and X_3 respectively.
- ϵ is the model's random error (residual) term.

Based on table and taking the unstandardized beta value into consideration, the regression equation of this study can be expressed as:

$$Y = -0.246 + 0.440X_1 + 0.104X_2 + 0.493X_3$$

Interpretations from the equation

- The output of the regression analysis of training with crew job performance shows that crew training has a positive significant influence on crew job performance with significance level of (0.000). For every unit increase in the value of crew training, setting all other predictor variable to be constant, the value of response variable crew job performance will increase by 0.440 units or 44.0%.
- The amount produced from the regression analysis shows that crew working condition has a positive significant influence on crew job performance/achievement with significance level of (0.000). For every unit increase in the value of stable crew working condition in the airlines, setting all other predictor (independent) variable to be constant, the value of response (dependent) variable crew job performance will increase by 0.493 units or 49.3%.
- Crew motivation has a positive significant impact on crew job performance with significance level of (0.000). For every unit increase in the value of crew motivation with keeping other things being constant and the value of response variable crew job performance will increase by 0.104 units or 10.4%.

All the explanatory variables have a significant positive effect on cabin crew job performance of Ethiopian Airlines. The findings provide significant support for the training, motivation and working condition literature which advocates that the variables influence cabin crew job performance in Ethiopian Airlines.

In General, the findings are also consistent with other research findings Tucker, et al. (2002) who in his study state that, proper training for cabin crews improves not only their performance but also their motivation.

CHAPTER FIVE

5. Summary of Findings, Conclusion, and Recommendation

Introduction

This chapter presents the overall summary of the study, the conclusion, and the recommendation of the study. The recommendations, however, consisted of two parts. It is made up of the main recommendation as well as recommendations for future research. It is important to also mention that the recommendations provided emanated from the findings of the study.

5.1 Summary of Findings

The study result in general shows that the training system and practice for the cabin crewmembers in the Ethiopian Airline is managed in a very organized manner. The appropriateness of the training, the application of the training knowledge on daily jobs, the monitoring and evaluation practice of the training, the organization, and releasing cabin crewmembers from their regular duty to attend trainings is an encouraging experience the Airline possesses. As inferred from the study, the cabin crewmembers have very good attitude towards all the issues discussed training.

When we see the study results considering the criteria under motivation, the cabin crewmembers valued and rated high most of the motivational factors. Most of them believe that motivated employees can affect the organizational success by performing their day-to-day activities effectively. The employees confirmed that they are motivated by factors such as the relationship with their supervisors, the quality of working environment, fair treatment at the workplace and the existence of promotional opportunities. However, there are some issues that need improvement. For example the employees rating of the pay policies, salary structures and hardship allowances is relatively low which in turn have direct linkages with the motivational level of the employees.

Work environment can be anything that exists around the employee and can affect how the employee performs his/her duties. The cabin crewmembers are the one who are taking care of all the flights the Airline is operating and have the responsibility to provide all the required services for passengers as per the required service standard. To provide this service, the Airline is expected to set the working condition at acceptable level. However, the findings show relatively low ratings for most of the points discussed under the working conditions such as respecting the working hours

limitations, rest periods between flights, combination and number of crewmembers assigned for flights, fairness of roster distribution and interruption of the schedule. Hence, the working condition of the cabin crewmembers is one of the critical area that needs improvement.

Regarding the job performance factors, the cabin crewmembers acknowledge most of the factors such as knowledge of objective of the company and its support to enhance job performance, the love they have for their jobs, the belief of the employee performance for the growth of the company and their commitment to the mission and direction of the Airline. However, there are some factors that are rated low and needs improvement by the Airline such as they are not encouraged to work to the best of their abilities; they claim that the Airline is not maximizing their potential and lack of personal accomplishment from their works.

The descriptive analysis of the result revealed that most of the cabin crew employees of Ethiopian Airlines were female (95.1%), and the majority of the respondents, which is 79.7 %, are below 35 years indicated that the cabin crew position is staffed with young employees who can contribute more the achievement of company objectives, regarding the education level, majority of the respondents or around 71% holds first or second degree, the marital status profile shows that majority of the respondents i.e. 61.5% are single and about 65.2 % of the employees of Ethiopian airlines have from 1-5 years of work experience this implies that the employee of the airlines is dominated by new entrants.

The descriptive statistic result showed that the factor which affects cabin crew job performance level is above satisfactory level with a mean value of **3.575** on a 5-point Likert scale. This implies that training, motivation, and working condition influence crew job performance. Hence, the effects with the highest means included crew motivation (3.7843) and crew training (3.6927). These indicated that the majority of the respondents admitted that crew motivation and trainings are a highly significant factor to the crew job performance at Ethiopia Airlines. On the other hand, working condition (3.3815) has affected crew job performance moderately.

The study result in general shows that the regression coefficient of crew working condition = 0.493 which implies that for every unit increase in the value of crew working condition, setting all other predictor variable to be constant, and the value of response variable crew job performance will increase by 44.0%. In addition, crew training =0.44 implies that for every unit increase in the value of crew training, setting all other predictor variable to be constant, the value of response variable

crew job performance will increase by 0.440 units or 44.0%. Finally, crew motivation=0.104 has a positive significant impact on crew job performance and for every unit increase in the value of crew motivation, the value of response variable crew job performance will increase by 10.4% keeping other things being constant with 5% of level of significance.

5.2 Conclusion

Training is an approach to improve employees' skill, knowledge, skill and attitude (Aguinis, 2005). Through the process of employee training and development (Vemic,2007), the management of human resources provides constant knowledge innovation, creates conditions for mutual knowledge and experience exchange and proactive behavior, in this way contributing to competitive advantage and satisfaction of all participants in business procedure. To be assigned as a flight crew member in the airline industry, a person has to go under different safety and customer service trainings and have to complete all trainings successfully. For crewmembers who are already on the job, it is mandatory requirement to take safety recurrent trainings annually and there are other trainings provided on demand basis. When we see the Ethiopian Airline training experience in all aspects including content, application and organization is very encouraging. The Airline understands the vast benefits obtained by providing training consistently provided the crews are the one who are taking care of all flights.

Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Milapo, 2001) Motivating employees using different mechanisms is one of the critical activities the organizations do to achieve their goals. On this regard, there is a positive feedback about the perception of the employees in discussing the motivational factors. However, there is strong disagreement on the pay policies of the Airline. Le Tran, (2002) cited on his journal that motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time. Considering pay policy is the only low rating factor and the basic one among the factors included under motivation, the Airline can move the study further and improve the pay policies, as it is significant for employees' motivation.

The employees' response on the working conditions of the Airline is very alarming. The study result shows that the Airline is required to respect the working hours, rest periods between flights,

monthly schedules, roster (schedule) distribution, and the number and combination of crewmembers assigned in the flight. Most of these factors are under the control of the Airline for immediate action and improvement. Provided a cabin crew working time might be early morning, at nights, on weekend and even on holidays, the Airline is mandated to create a predictable environment that respects their schedule, rest period and assigning sufficient crew combination and number. Hence, the Airline has to consider the findings under working conditions and do its best to improve the conditions to provide its cabin crew with safe, healthy and comfortable environment.

In general, the working conditions of the Airline are very good. It is a good practice that the Airline is creating a working environment that enables employees to work independently and the employees awareness to the direction and mission of the Airline and their commitment level to accomplish it. However, there are huge concerns on a number of working condition factors including the absence of encouraging environment that enables employees to use their best abilities, lack of initiation by the Airline to create an environment that enables employees to maximize their potential and employees are not getting a sense of personal accomplishment from their work. These areas needs the company's attention and needs to be dealt immediately.

In general, among the four variables included in the study, the findings revealed that the Airline has very successful record on implementation of its regular training programs. The study also reveals that the employees have very positive perception for most of the motivational factors included in the study. However, most of the working conditions variables and moderate number of job performance variables needs serious intervention by the Airline for improvement.

Descriptive analysis showed that most of the cabin crew employees of Ethiopian Airlines were female(95.1%), and the majority of the respondents, which is 79.7 %, are below 35 years indicated that the cabin crew position is staffed with young employees who can contribute more for the achievement of company objectives, regarding the education level, majority of the respondents or around 71% holds first or second degree, the marital status profile shows that majority of the respondents i.e. 61.5% are single and about 65.2 % of the employees of Ethiopian airlines have from 1-5 years of work experience this implies that the employee of the airlines is dominated by new entrants.

The R-square value for the regression model was 87% of variance in crew job performance (dependent variable) is explained by the independent variables (training, motivation and working condition), while 13% of variation in crew job performance can be attributed to other variables which are not considered in this study. This is in line with the literature part of this study which reflects the independent variables (training, motivation and working condition) affect the job performance.

The result of the correlation analysis shows that there is strong positive and significant relationship or correlation between job performance and the attribute factors (training, motivation and working condition) of crew job performance. Crew working condition and job performance ($r = 0.890$, $p < 0.001$) has positive and higher degree of correlation and relations with crew motivation and job performance ($r = 0.708$, $p < 0.001$) has positive and marked degree of correlation. This indicates that the positive and higher degree correlation value is seen between crew working condition and job performance. The results of this study are in alignment with Hassan et al. (2011), according to whom there is a significant influence of work conditions on job satisfaction which is an essential attribute towards attaining firm's sustainable competitive advantage.

Based on the findings crew working condition = 0.493, for every unit increase in the value of crew working condition, setting all other predictor variable to be constant, and the value of response variable crew job performance will increase by 44.0%. in addition, Crew training = 0.44, For every unit increase in the value of crew training, setting all other predictor variable to be constant, the value of response variable crew job performance will increase by 0.440 units or 44.0%. Finally, Crew motivation = 0.104 has a positive significant impact on crew job performance and for every unit increase in the value of crew motivation with keeping other things being constant and the value of response variable crew job performance will increase by 0.104 units or 10.4%.

In general, among the three variables included in the study, the findings revealed that the Airline has very successful record on implementation of its regular training programs and sustainable working conditions.

5.3 Recommendations

Based on the findings of the study and the conclusions drawn above, the researcher forwards its recommendation.

- Ethiopian Airlines has a better focus on these dimensions to bring a higher level of crew job performance and should emphasize the stable working condition, training and motivation of crew to increase the job performance.
- Since Ethiopian Airlines operates internationally, its competition and benchmarking should be with the other internationally operating Airlines. Hence, to rectify the huge concern of employees pay policies, the Airline is advised to review the industry experience and improve its pay policies to motivate its employees.
- The employees' perception on the working conditions of the Airline is not good as understood from the result of the study. Hence, the Airline is advised to thoroughly look in to the findings, and work on creating a suitable working condition that provides opportunity for the cabin crewmembers to fully utilize their potential and carry out their responsibilities that enables them delivering quality service to the customers.
- The research findings indicate that employees are not encouraged to work to the best of their abilities. This should be considered by the Airline as a missed chance and should take immediate action to maximize the employees' potential and obtain more contribution from its employees.
- The employees' perception on the motivation of the Airline is not good as understood from the result of the study. Hence, the Airline is advised to thoroughly look in to the findings, and work on creating a suitable working condition by motivating that provides opportunity for the cabin crewmembers to fully utilize their potential and carry out their responsibilities that enables them delivering quality service to the customers.

5.4 Recommendation for Future Research

Future researchers could include other variables which are not included in this study and use this study as reference for his/her research and other paper work.

Annex I

Questionnaires for Ethiopian Cabin Crews

Dear respondents,

This questionnaire is designed to collect information about the factors affecting Cabin Crew job performance in Ethiopian Airline. I confirm that the information that you share will be kept confidential and only used for the academic purpose. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only.

Your honest and thoughtful response is invaluable.

Thank you for your participation

Kind regards,

Please note that:

1. No need of writing your name.
2. Please fill the answer by putting “√” mark.
3. Please give more attention and return the completed questionnaire as much as possible.

PART 1

Demographic Characteristics

1.1 Gender Male Female

1.2 Age Below 25 25-35years 36-45 years >46- 55 years >56years

1.3 Academic qualification

High school complete College Diploma First Degree Second Degree & above

1.4 Marital Status

Single Married

Married with children Divorced

1.5 Work experience at Ethiopian Airlines

Below 1-year 1-5 years 6-10 years 10--20 years >20 years

Part 2: Questions related to Job performance

Kindly provide your response to the following training factors on the level on which they influence your job performance

- 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N)
 4 = Agree (A) 5 = Strongly Agree (SA)

No.	Training	1	2	3	4	5
1	I have received a proper training specific to my job					
2	The situations used in training are very similar to those I encounter on my job					
3	I have the opportunity to be involved in activities that promote my professional development					
4	Training plans are developed and monitored for all Cabin Crew					
5	Training and development programs are consistently evaluated					
6	The company releases Cabin Crew from regular work to attend training					
7	There is a well-organized training program in the company					

Kindly provide your response to the following motivation factors on the level on which they influence your job performance

- 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N)
 4 = Agree (A) 5 = Strongly Agree (SA)

No.	Motivation	1	2	3	4	5
1	I believe the level of employee motivation in the organization has an impact on my day to day activities					
2	The degree of motivation of employees in the organization has a direct impact on the levels of turnover. (Turnover is the process in which employees leave the organization and have to be replaced)					
3	The pay policies are satisfactory.					
4	The monetary compensation/salary structure & hardship allowance has an impact on my level of motivation.					
5	The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation					
6	The quality of working environment at the organization has an influence on my motivation level.					

7	The type of relationship between me and the managers of the organization has an impact on my motivation.					
8	I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.					
9	The degree to which I believe promotion opportunities exist within the organization has an impact on my motivation.					

Kindly provide your response to the following working condition factors on the level on which they influence your job performance

1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N)

4 = Agree (A) 5 = Strongly Agree (SA)

No.	Working Condition	1	2	3	4	5
1	Working hours limitation is respected (90 hours/month)					
2	Assigned crew combination and number is sufficient for the flight					
3	Relationship with coworkers is good					
4	Monthly schedule is not interrupted					
5	There is a fair roster distribution					
6	The nature of the job itself influences the level of motivation at the job					
7	There is a team work spirit in Ethiopian Airlines					
8	Rest period between flights are respected					
9	The working environment is safe					

Kindly provide your response to the following working condition factors on the level on which they influence your job performance

1 = Strongly Disagree (SD)

2 = Disagree (D),

3 = Neutral (N)

4 = Agree (A)

5 = Strongly Agree (SA)

No.	Job performance	1	2	3	4	5
1	The company encourages employees to work to the best of their abilities					
2	The company is able to maximize employee potential					
3	I get a sense of personal accomplishment from my work					
4	My job enables me to make use of my skills and abilities					
5	Knowing my objective helps me to concentrate on my work and hence better performance					
6	I do my job independently and I am encouraged to do the same by my					
7	I love my work and I am motivated to complete the jobs that are assigned to me					
8	Employee performance is important for the growth of the company					
9	I am committed to the mission and direction of my organization					

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