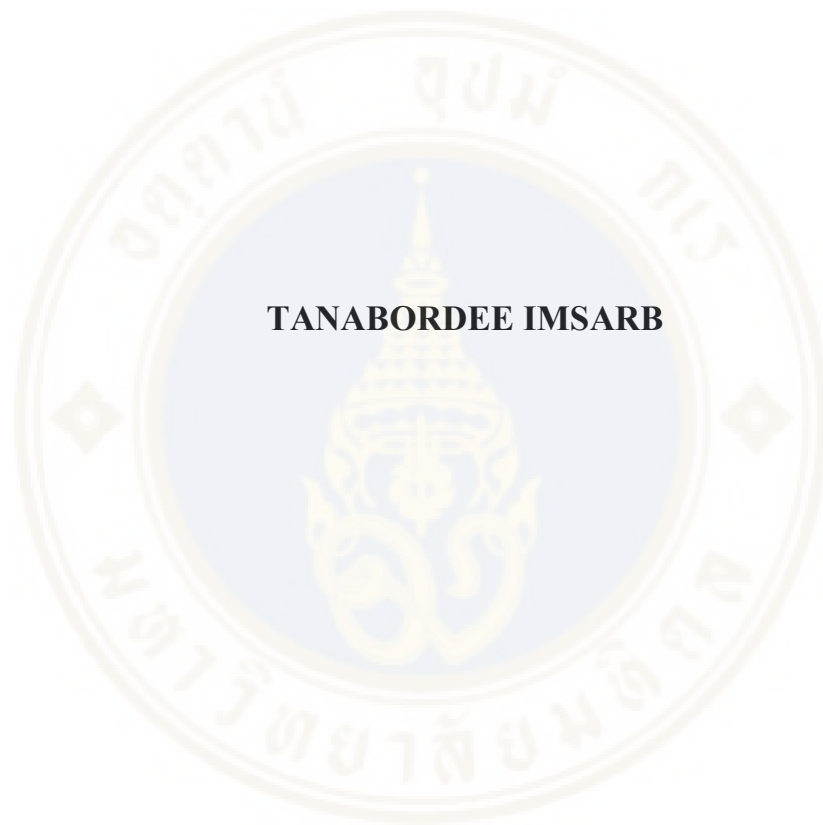


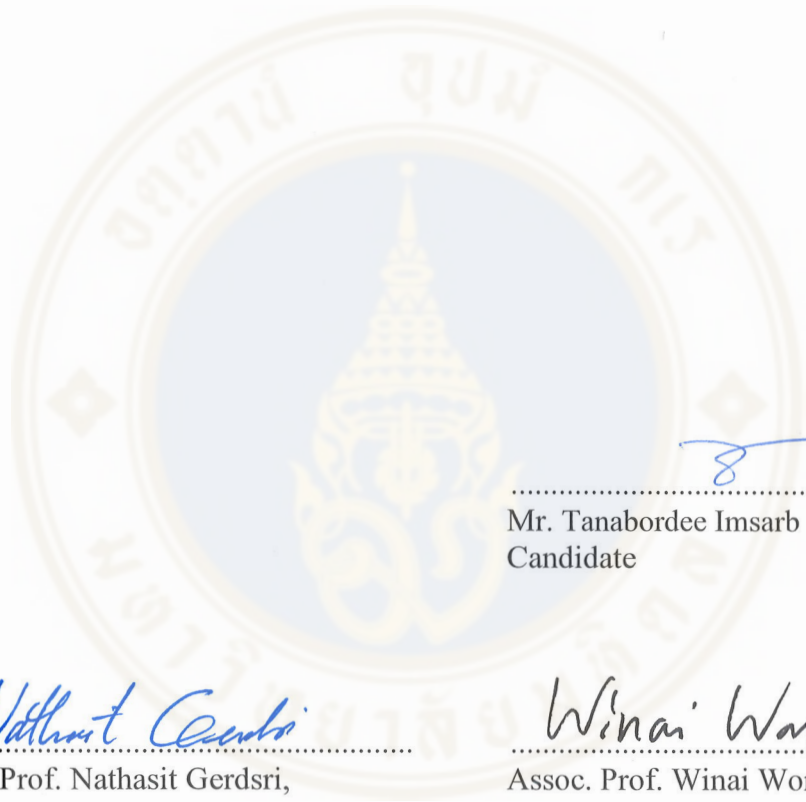
**THE QUEST FOR HAPPINESS : JOB SATISFACTION AMONG
THAI CABIN CREW**





**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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THE QUEST FOR HAPPINESS: JOB SATISFACTION AMONG THAI CABIN CREW

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ABSTRACT

This thematic paper, "The Quest for Happiness: Job Satisfaction Among Thai Cabin Crew" explores the complex dynamics affecting job satisfaction within the airline industry. Cabin crew members, integral to aviation's hospitality, safety, and service sectors, face unique challenges that significantly impact job satisfaction. This research delves into various factors, including compensation packages, work environment, work-life balance, career development opportunities, recognition and rewards, and job security.

Through qualitative research involving in-depth interviews with 16 Thai cabin crew members, including pursers, senior cabin crew, and regular cabin crew, this study comprehensively analyzes the elements contributing to job satisfaction. The findings highlight that competitive compensation, supportive work environments, and opportunities for career growth are critical in enhancing job satisfaction. However, challenges such as irregular schedules, long periods away from home, and high-stress situations also play a significant role in shaping their professional experiences.

The research further explores the implications of job satisfaction for airline management and policy development. By understanding these factors, airlines can adopt more effective strategies to improve employee well-being, retention, and overall organizational performance. This paper offers valuable insights for airline executives, HR professionals, and policymakers, aiming to create a more fulfilling and sustainable work environment for cabin crew members.

KEY WORDS: CABIN CREW/ JOB SATISFACTION/ COMPENSATION/ WORK-LIGHT BALANCE/ CAREER DEVELOPMENT

53 pages

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CHAPTER I

INTRODUCTION

In the airline and services industry, cabin crew represent hospitality, safety, and service through their well-trained and professional performance, aspirations, and journeys of passengers. We have to accept the excitement of frequent travel and new horizons, the critical aspect of job satisfaction for cabin crew members is often overlooked as their appearances and lifestyle.

This thematic paper explores the various factors affecting cabin crew's job satisfaction, from personal aspirations to the challenges they face in working life and normal life. Job satisfaction for cabin crew is a complex mix of elements influencing their emotional well-being and professional fulfillment

The airline industry is a mix of movement and emotion. Cabin crew members, dressed in unique uniforms with excellent grooming, are key players in this dynamic system, combining safety protocols with outstanding customer service. Their impact extends beyond the aircraft, touching passengers' hearts and minds and shaping their travel experiences with every interaction.

However, beneath the glamorous image and uniform, lies a world of challenges and sacrifices. Becoming a cabin crew member requires extensive training, emotional intelligence, and a strong commitment to high service standards and they have to overcome the hundred candidates. Once in the role, they often discover the reality of constant movement, blurred boundaries between work and personal life, unpredictable schedules, and long periods away from home. Despite these difficulties, many find comfort and purpose in the relationship and fulfillment that comes from serving others.

Understanding cabin crew job satisfaction means looking beyond perks and incentives to the core values and aspirations that drive individuals in this profession. Insights from psychology, sociology, human resource management, and organizational behavior are crucial to understanding their emotional landscape.

This study explores various aspects of job satisfaction among Thai cabin crew, focusing on factors like personal preferences, relationships with colleagues, and company culture. By combining findings from academic research and firsthand experiences, it seeks to provide a thorough understanding of what drives satisfaction in this unique profession.

By interviewing 3 main key factors There are relationships, work-life balance, and career growth opportunities emerge as key factors in job satisfaction among Thai cabin crew members. By engaging with stakeholders across the aviation industry, including airlines, regulatory bodies, and labor unions, this paper aims to encourage discussion and action to improve employee well-being and organizational effectiveness.

Understanding Thai cabin crew job satisfaction goes beyond academic interest; it represents a quest for empathy, recognition, and support for those who serve in the skies.

Focus on the complexities of their job satisfaction, we honor the resilience and dedication of cabin crew members worldwide and work towards a more fulfilling future in the aviation industry. The journey to becoming a cabin crew member is often seen as a lifelong commitment—once a cabin crew member, always a cabin crew member—emphasising their enduring dedication and passion for the skies.

1.1 Problem Statement

Cabin crew members play a vital role in hospitality, safety, and service, shaping passengers' experiences. Despite cabin crew working in the area of travel, it seems like the rewards of the profession, such as serving others and the excitement of travel, job satisfaction among cabin crew is a critical yet often overlooked aspect. Job satisfaction among Thai cabin crew members is essential for airlines to aim to foster a positive work environment and enhance employee retention by understanding all the exact nature of the position.

Compensation packages, including salary, bonuses, and benefits, are key factors influencing job satisfaction. While competitive compensation attracts and retains talent, the specific impact on cabin crew satisfaction and retention warrants further investigation. Additionally, understanding the implications for airline management and employee well-being is vital for optimizing organizational practices.

Job satisfaction encompasses more than financial compensation; it includes working conditions, career development, career opportunities, interpersonal relationships, job security, and internal rewards. The irregular hours, time zone changes, and extended periods away from home inherent in the job significantly impact satisfaction levels. Thus, airline management must adopt a holistic approach, recognizing the interplay of these factors.

This study also aims to understand each participant's journey from their initial dream of becoming a cabin crew member to their current situation or change in aspirations. As the author with direct experience as a cabin crew member, “I bring unique insights into the challenges and rewards of the profession, ensuring a detailed and empathetic exploration of job satisfaction among Thai cabin crew members”

1.2 Research question

1. How do compensation packages, including salary, bonuses, and benefits, contribute to job satisfaction and retention among cabin crew members?
2. What are the implications of cabin crew job satisfaction for airline management, policy development, and employee well-being initiatives?

1.3 Research Objectives

This thematic paper intends to demonstrate a deep understanding of job satisfaction and compensation packages and the relationship among Thai cabin crew members, as well as their wide implications for airline management and initiatives well-being of employees.

1. To evaluate the compensation packages of cabin crew, including salary, bonuses, and benefits, that influence their job satisfaction in the Airline industry.
2. To assess the impact of compensation-related factors on retention rates and turnover intentions of cabin crew
3. To identify specific components of compensation packages that are most valued by cabin crew members and correlate strongly with overall job satisfaction.

4. To explore how awareness of fairness and equity in compensation affect cabin crew members' satisfaction with their jobs and organizational commitment.

5. To examine the implications of cabin crew job satisfaction for airline management practices, including recruitment, training, and performance management strategies.

6. To analyze the potential effects that relate to job satisfaction on employee well-being initiatives within airlines and their broader impact on organizational effectiveness and passenger satisfaction.



CHAPTER II

LITERATURE REVIEW

This literature review is the review of findings from a range of academic practices, including psychology, sociology, human management, and organizational behavior, to illuminate the multifaceted nature or factor of job satisfaction among cabin crew members. Key themes include the impact of compensation, the influence of organizational culture, the role of interpersonal relationships, and the broader implications for airline management and employee well-being initiatives.

2.1 Concept of Job Satisfaction

2.1.1 Job satisfaction

Job satisfaction is a multidimensional concept studied across various fields, including organizational psychology, business, marketing, management, human resources, and sociology “(Zheng, Talley, Faubion, & Lankford, 2017). “It is one of the most researched topics in human resources, particularly among service employees” (Ishaque & Shahzad, 2016).

In *The Nature and Causes of Job Satisfaction* by Edwin A. Locke, a well-researched concept in organizational behavior is defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). It encompasses various dimensions, including work environment, job roles, and compensation. For cabin crew members, job satisfaction is particularly complex due to the unique nature of their work, which involves extensive travel, irregular schedules, and high interaction with passengers.

Spector (1997) defines job satisfaction as feeling or something variable, with studies examining the causes and effects of employee attitudes, linking these to essential behaviors and performance outcomes.

Robbins and Judge (2017) explained that job satisfaction is a positive feeling derived from evaluating the characteristics of a job. Employees with high job satisfaction exhibit positive feelings about their work, while those with low satisfaction display negative attitudes.

Factors influencing job satisfaction include job conditions, especially the intrinsic nature of work, social interactions, and supervision. Although pay is correlated with job satisfaction and overall well-being, its effect decreases once an individual achieves a comfortable living standard. Additionally, Robbins and Judge emphasize that service-related companies should prioritize employee satisfaction, which tends to affect positive customer outcomes and the satisfaction of service providers, who directly interact with customers, is more likely to enhance customer satisfaction and loyalty.

The studies of job satisfaction explained that a good working environment can predict job satisfaction. Numerous studies and research in organizational behavior and psychology support this assertion.

- **Supportive Colleagues and Management:** Research has shown that supportive colleagues and effective management affect job satisfaction significantly. When employees feel supported and valued by their peers and supervisors, they are more likely to report higher levels of job satisfaction.
- **Safe and Comfortable Workspace:** The physical work environment also plays a crucial role. A workspace that is safe, well-designed, and comfortable can enhance employees' job satisfaction. Poor working conditions and space, on the other hand, can lead to dissatisfaction and even health issues.
- **Opportunities for Growth:** Opportunities for professional growth and development are strong predictors of job satisfaction. Employees who have access to training, promotions, and career development programs tend to be more satisfied with their jobs.
- **Work-Life Balance:** A good working environment that promotes work-life balance is also important. Organizations that recognize the importance of flexible working hours, remote work options, and other work-life balance initiatives often see higher job satisfaction among their employees.

In summary, a positive work environment, supportive relationships, a safe and comfortable physical space, growth opportunities, and work-life balance, significantly predict and enhance job satisfaction.

2.1.2 Maslow's Hierarchy of Needs

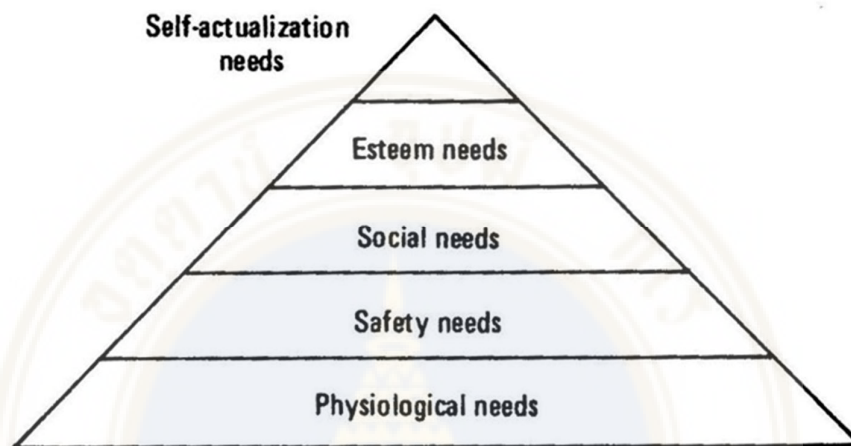


Figure 2.1 Maslow's Hierarchy of Needs and Job Satisfaction, Maslow's Hierarchy of Needs.

Note. Adapted from Itzhark Harpaz. *Job Satisfaction: Theoretical Perspectives and a Longitudinal Analysis*. Copyright © 1983 by New York: Libra Publishers, Inc.

Figure 2.2 shows the pyramid of human needs from Maslow's hierarchy of needs, a foundational theory in psychology, which provides a useful framework for understanding job satisfaction. Maslow (1943) proposed that human needs are arranged in a hierarchy, from the most basic physiological needs to higher-level psychological needs and self-actualization. This hierarchy can be applied to the workplace, where job satisfaction depends on the extent to which these needs are fulfilled. (Maslow, 1943).

Physiological Needs: These include basic salary and working conditions. For cabin crew members, ensuring that these basic needs are met is essential. Adequate rest periods, reasonable working hours, and a safe work environment are crucial for maintaining job satisfaction at this level.

- **Safety Needs:** Job security and benefits such as health insurance and retirement plans fall into this category. The uncertain nature of the airline industry, with

frequent economic fluctuations and job uncertainties, makes this a critical area for cabin crew satisfaction.

- **Social Needs:** The need for belongingness and social interaction is significant for cabin crew members who spend considerable time away from home. Positive relationships with colleagues and a supportive work environment and team help satisfy these social needs.

- **Esteem Needs:** Recognition, appreciation, and respect from both passengers and the airline contribute to fulfilling esteem needs. Opportunities for career advancement and professional development also play a role in enhancing job satisfaction.

- **Self-actualization Needs:** the opportunity to achieve personal and professional growth and the ability to realize one's potential are crucial for long-term job satisfaction. For many cabin crew members, the sense of fulfillment gained from serving others and the excitement of travel can contribute to this highest level of need and for the other need for self-actualization or desire to achieve their potential, encourage the culture of continued improvement and provide pathways for career development can help cabin crew members achieve self-actualization.

2.1.3 Compensation Packages and Job Satisfaction

Compensation is a critical factor influencing job satisfaction. It includes salary, bonuses, and benefits, which are vital in attracting and retaining talent in the competitive aviation industry. According to Herzberg's Two-Factor Theory, compensation is a hygiene factor that can prevent dissatisfaction but does not necessarily lead to long-term satisfaction (Herzberg, Mausner, & Snyderman, 1959). However, studies suggest that competitive compensation packages can enhance job satisfaction by meeting the financial and security needs of employees (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010).

Research specifically focusing on cabin crew members indicates that fair and equitable compensation is crucial. A study by Sultana, Irum, Ahmed, and Mehmood (2012) found that salary and benefits significantly impact job satisfaction among airline employees. Moreover, the perception of fairness in compensation is linked to higher levels of organisational commitment and lower turnover intentions (Folger & Konovsky, 1989).

2.1.4 Organisational Culture and Job Satisfaction

Organisational culture plays a crucial role in shaping job satisfaction. A supportive and inclusive culture can foster a sense of belonging and purpose among cabin crew members. Research by O'Reilly, Chatman, and Caldwell (1991) indicates that alignment between individual and organizational values enhances job satisfaction and organisational commitment.

In the aviation industry, a positive organisational culture that emphasises teamwork, recognition, and employee development can significantly impact cabin crew job satisfaction. Airlines that invest in creating a supportive work environment tend to have higher employee morale and lower turnover rates (Cameron & Quinn, 2006).

2.1.5 Herzberg's Two-factor theory

Herzberg's Two-factor theory explains the concept and the differences of motivation and hygiene factors which is crucial. Two of these factors have directly effect on job satisfaction. As the individual need such as self-growth and self-actualisation in the Motivation factor could lead to job satisfaction. Therefore the Motivation factor tends to more important than Hygine factor which is related to the environment context of work.

2.2 Previous study

Maythisa (2005) conducted a study on job satisfaction among Thai cabin crew members working for Japan Airlines, involving a total of 50 crew members. The study revealed that the Thai crew members were generally satisfied with the compensation package. However, two areas—income and promotion—were identified as needing improvement by most of the respondents. The paper categorizes job satisfaction into six factors: the nature of the job, relationships between colleagues, opportunities for promotion, supervision, the job in general, and current pay.

Russell(2017) study investigated employee wellness among non-supervisory, front-line workers in three industries in Maryland. Through focus group discussions with 22 employees, the research aimed to understand perceptions of wellness and workplace

influences. The findings affirmed the conceptual framework, highlighting the significance of supportive work environments and their positive impact on employee wellness.

Apisit (2007) studied the factors influencing job satisfaction among Thai cabin crew of an international low-cost airline. Although the study is not directly linked to job satisfaction, it connects the course of service marketing with job satisfaction. Overall, the results show that most of the sample group are satisfied with their job. Additionally, relationships with coworkers directly affect their job satisfaction, leading to a positive outcome.

Jangsiriwattana (2016) study explored the quality of work life among Thai flight attendants through a case study approach. In-depth interviews with 10 active flight attendants from a single aviation organisation in Thailand uncovered six key themes: compensation and benefits, work-life balance, leadership, teamwork, job meaningfulness, and organisational culture.

Phenphimol Seriwatana and Peerayuth Charoensukmongkol(2020) study discovered that Thai cabin crew members with higher Cultural Intelligence (CQ) experience lower job burnout, particularly those with longer job tenure in non-Thai airlines. These findings support the Job Demands-Resources (JD-R) model, suggesting that CQ is a valuable resource for mitigating stress from cross-cultural interactions, and highlight the increased susceptibility to burnout among crew members with extended job tenure.

Ann Bergman (2015) study examined the experiences of middle-aged female cabin attendants in an airline industry marked by deregulation and rising competition. Through in-depth interviews with seven attendants, each with 24 to 30 years of experience, the research focused on their working conditions and well-being. The analysis identified three key themes: the intensification of work, feelings of vulnerability, and the challenges of aging. These factors significantly impacted the attendants' emotions and work experiences, highlighting that increased exploitation led to reduced job satisfaction, commitment, and deteriorating working conditions.

2.3 Conclusion

The literature review explains the important impact of compensation packages, work-life balance, organizational culture, and interpersonal relationships, by examining these factors through theoretical frameworks such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Organizational Culture, a comprehensive understanding of the detail of how varieties of the elements contribute to job satisfaction.

Compensation and benefits are foundational in the basic and safety needs of any position and also for cabin crew members, while work-life balance initiatives help address their physiological and social needs. A positive organizational culture supported a sense of belonging and mutual respect, combined with both social and esteem needs. Opportunities for career development and recognition not only fulfill esteem needs but also drive self-actualization, motivating employees to reach their full potential.

Herzberg's Two-Factor Theory provides further insight by recognizing the difference between hygiene factors that prevent job dissatisfaction and motivator factors that actively enhance job satisfaction. A well-structured compensation package aware is fair and transparent can build trust and loyalty among employees, ensuring they feel valued and motivated.

Effective airline management team practices that prioritize these aspects can significantly enhance job satisfaction, leading to improved employee retention and organizational performance. Management Creating a supportive work environment that addresses the multifaceted needs of cabin crew members can lead to a more positive and productive atmosphere, benefiting both employees and passengers.

This review highlights the importance of continuous research and dialogue to better understand and address the complexities of cabin crew job satisfaction in the dynamic aviation industry. By focusing on the well-being of cabin crew members, airlines can support a workforce that is not only satisfied but also highly motivated and committed to providing exceptional service.

CHAPTER III

RESEARCH METHODOLOGY

Qualitative research was used for this thematic paper which aims to explore and understand job satisfaction among Thai cabin crew members. The expectation is to find out the details and factors that affect cabin crew members as workers in the airline industry. Moreover, this approach also allows for a comprehensive understanding of the experiences, perceptions, and feelings of the participants of the interview. All interviewees are Thai, with experience working in a role of cabin crew positions, and there are mixed based in Thailand and abroad, in both full services and low-cost style of services some participants currently work as cabin crew, while others change their roles.

3.1 Participants

The interviewees involve a total of 16 participants of Thai cabin crew, including:

- Purser position (5 participants)
- Senior cabin crew (5 participants)
- Cabin crew position (6 participants)

Participants are selected using purposive sampling to ensure that they have relevant experiences and insights into the factors affecting job satisfaction in the airline industry.

3.2 Sampling and Data Collection

This paper used semi-structured interviews by asking open-ended questions that cover all important dimensions and concepts.

Table 3.1 General Information of the Sample Group

ID	Age	Gender	Working Position	Working role	Tenure
C-1	56	F	Purser	In Chage of the Cabin Crew	26 years
C-2	32	F	Purser	In Chage of the Cabin Crew	10 years
C-2	35	F	Purser	In change of the Cabin Crew	9 years
C-3	33	M	Purser	In change of the Cabin Crew	10 years
C-4	35	F	Cabin Crew	Ensuring safety and providing service	10 years
C-5	34	M	Cabin Crew	Ensuring safety and providing service	10 years
C-6	33	M	Cabin Crew	Ensuring safety and providing service	7 Years
C-7	33	F	Cabin Crew	Ensuring safety and providing service	5 years
C-8	35	M	Cabin Crew	Ensuring safety and providing service	11 years
C-9	34	F	Cabin Crew	Ensuring safety and providing service	10 years
C-10	33	M	Cabin Crew	Ensuring safety and providing service	10 years
C-11	33	M	Cabin Crew	Ensuring safety and providing service	11 years
C-12	35	F	Cabin Crew	Ensuring safety and providing service	9 years
C-13	34	F	Cabin Crew	Ensuring safety and providing service	6 years
C-14	31	F	Cabin Crew	Ensuring safety and providing service	2 years
C-15	28	M	Cabin Crew	Ensuring safety and providing service	2 years

3.3 Interview sector

1. Interview Format: Each interview use lasted approximately 20 to 30 minutes and was conducted via video conferencing or face-to-face. The date, time, and format depend on the participant's availability and preference.

2. Interview Guide: A pre-designed interview guide is used to steer the conversations. The guide included open-ended questions covering topics such as:

- Work environment
- Compensation and benefits
- Work-life balance
- Career development opportunities
- Recognition and rewards

- Job security
- Challenges faced in the role

3.3.1 Participating Interviewee Background

Each interview starts by asking the interviewee to present their background of working, position, and company

3.3.2 Interview question

The interview questions were developed by identifying key themes from existing literature and theories related to job satisfaction. The interview question was intentionally crafted to align with established theoretical frameworks, such as Maslow's hierarchy theory, Herzberg's Two-Factor Theory, and Organisational Culture Theory. Most of them were open-ended to encourage detailed responses and were sequenced logically to facilitate a smooth conversation flow.

These questions aimed to explore various aspects of job satisfaction, including the work environment, compensation and benefits, work-life balance, career development opportunities, recognition and rewards, job security, and challenges faced in the role. By addressing these areas, the interview sought to gain a deeper understanding of job satisfaction among Thai cabin crew members through the lens of relevant theories.

For a more detailed list of all interview questions and the theoretical basis for each, please refer to Appendix I

3.4 Data Analysis

Thematic analysis was employed to analyze the interview data. The steps involved in the analysis were as follows:

1. Transcription: All interviews were transcribed verbatim to ensure accuracy.
2. Coding: The transcriptions were read multiple times, and initial codes were generated to identify significant statements and patterns.
3. Theme Development: Codes were grouped into broader themes that captured the essence of the participants' experiences and perceptions.

4. Review and Refinement: Themes were reviewed and refined to ensure they accurately represented the data. This involved cross-checking the original transcripts and discussing with colleagues to mitigate researcher bias.



CHAPTER IV

DATA COLLECTING AND FINDING RESULT

This chapter shows the results of findings from the interviews with Thai cabin crew members, aiming to show the multifaceted factors influencing their job satisfaction. This paper integrates theories of job satisfaction, Maslow's Hierarchy of Needs, organizational culture, and compensation packages to offer a comprehensive understanding of the elements that impact employee motivation and satisfaction within the airline industry. These insights are crucial for developing strategies that enhance the well-being and productivity of cabin crew members.

The interviews started with an introductory session where interviewees shared their education and work backgrounds and the general role of working job satisfaction. This set the stage for more detailed discussions on specific aspects of their work experiences. The core questions focused on key themes such as the work environment, compensation and benefits, work-life balance, career development opportunities, recognition and rewards, job security, and challenges faced in their roles. The session concluded with open-ended questions to capture additional thoughts on motivation and job satisfaction.

The qualitative data gathered from these interviews were systematically coded and analyzed, identifying significant patterns and themes. These were then interpreted in the context of existing theories and research to draw meaningful conclusions about job satisfaction among Thai cabin crew members.

4.1 Key Themes: Analysis of the results by key themes

4.1.1 Work Environment

The work environment emerged as a critical factor in job satisfaction. Interviewees highlighted the importance of supportive colleagues and effective management. A safe and comfortable workspace was also frequently mentioned as essential for maintaining high job satisfaction levels.

4.1.2 Compensation and Benefits

Compensation packages, including salary, bonuses, and benefits, were important in influencing job satisfaction. Many participants noted that while competitive compensation was crucial, the perception of fairness and equity in compensation played a significant role in their overall job satisfaction.

4.1.3 Work-Life Balance

The balance between work and personal life was another significant theme. Flexible working hours and the ability to manage work commitments alongside personal responsibilities were highlighted as important contributors to job satisfaction.

4.1.4 Career Development Opportunities

Opportunities for professional growth and advancement were seen as vital for long-term job satisfaction. Access to training programs, career development resources, and clear pathways for promotion were commonly cited by the interviewees.

4.1.5 Recognition and Rewards

Recognition for good performance and tangible rewards were crucial motivators. Participants valued both formal recognition, such as awards and promotions, and informal recognition, such as praise from supervisors and colleagues.

4.1.6 Job Security

Job security and stability were essential for job satisfaction, particularly in the volatile aviation industry. Benefits like health insurance and retirement plans were also important in providing a sense of security.

4.1.7 Organizational Culture

A positive organizational culture that promotes teamwork, mutual respect, and a sense of belonging was found to significantly enhance job satisfaction. Participants emphasized the importance of alignment between personal values and organizational values.

4.1.8 Challenges and Job Dissatisfaction

Challenges such as irregular schedules, long hours, and high-stress situations were noted as potential sources of job dissatisfaction. Addressing these challenges through supportive policies and practices was deemed crucial.

4.2 Analysis of the Interview Result and Summerise

After conducting interviews, we summarised the responses into key themes and topics and used this data information to categorize the data into a table and group the results by creating coding groups of data.

- Process:

1. Data Collection: Interviews were conducted with interviewee stakeholders to gather insights on various aspects related to the marketing of dental chews for dogs.

2. Categorization: The responses were categorized into key themes that emerged from the data. These themes represent the main areas of interest and concern identified during the interviews.

3. Coding: Each response was assigned to a coding group based on the identified themes. This coding process helped in organizing the data systematically.

4. Tabulation: The coded data was then organized into a table. This table includes the key themes, supporting coded data, and any relevant insights or patterns observed.

5. Summarization and Analysis: The table was used to summarize the findings, providing a clear overview of the key themes. An analysis was conducted to interpret the data, identify trends, and draw a conclusion

4.3 Analysis, Summerise the finding data - Working environment

Table 4.1 Factors influencing the work environment

Group	ID	Supporting Code Data
Freedom to Express Opinions	C-08, 15	"Freedom to express opinions." (C-08, 15)
Strict and Multicultural	C-02	"Quite strict and multicultural working environment." (C-02)
Family-Like Atmosphere	C-03, 07, 09	"There is a family-like atmosphere because the airline is not large." (C-03, 07) "Bangkok Airways' work environment is like being among siblings due to the medium size." (C-09)
Fun and International	C-04	"Fun, diversity, international." (C-04)
Thai Airline Experience	C-05	"Even though colleagues change frequently, they are familiar faces because it is a medium-sized organization. Additionally, 98% of colleagues are Thai, sharing the same values, making it easy to understand and socialize." "80% of customers are specific groups like Thai and Chinese, making it easier to understand their culture." "The organization uses some technology to improve efficiency, but most planning is done by humans."
International Airline Experience	C-06	"Colleagues from all over the world use English as the medium of communication." / "Highly diverse customers with more than a hundred destinations." / "A large organization that uses technology to manage everything to reduce errors."

Table 4.1 Factors influencing the work environment (cont.)

Group	ID	Supporting Code Data
Collaborative Teamwork	C-01, 14	"We function as a team across the entire organization, following the established airline procedures. All departments share essential information to ensure effective flight operations." (C-01) "Cabin crew and pilots are well-trained and work collaboratively." (C-14)
Warm and Enjoyable	C-10	"Warm, fun on every flight, everyone is service-minded and loves their profession." (C-10)
Conservative Culture	C-11	"Quite conservative." (C-11)
Family-Like with Mentorship	C-12	"It feels like a family, with senior members guiding and teaching." (C-12)
Friendly but Hierarchical	C-13, 16	"Everyone is friendly but some have a high seniority." (C-13)

The work environment for cabin crew members is shaped by various factors that significantly impact job satisfaction. The ability to freely express opinions and work in a strict yet multicultural setting contributes to a dynamic workplace. A family-like atmosphere, where employees feel like part of a close-knit group, and a fun, international environment further enhance satisfaction. The experience within Thai airlines, marked by shared cultural values and familiarity, contrasts with the diverse and technologically advanced operations in international airlines. Collaborative teamwork, characterized by well-trained staff working together seamlessly, and a warm, enjoyable atmosphere where everyone is service-minded, are also crucial. Additionally, a conservative culture, family-like mentorship, and a friendly yet hierarchical structure play significant roles. Together, these factors create a multifaceted work environment that balances tradition with innovation, teamwork with individual expression, and familiarity with diversity.

Table 4.2 Factors Influencing the Compensation Package (Salary, Bonuses, and Benefits)

Group	ID	Factors	Supporting Code Data
Operational Factors	C-01	Different routings and timing of operating flights	"Different routings can be major factors in income. The timing of operating flights will be calculated differently based on the route."
	C-02	Passenger satisfaction or complaints	"The passenger's satisfactions or complaints."
	C-03	Sick leave affecting monthly compensation	"Sick leave: If in that month there is sick leave or flying less than 80% of the scheduled hours, it will result in a reduced compensation for that month."
	C-09	Flight scheduling, flight hours, and days off	"Flight scheduling, flight hours, and days off all affect compensation."
Risk and Complexity	C-04	Risk and complexity of work	"Some places have higher safety risks, such as wars or pandemics." / "Full-service flights will receive more compensation than low-cost flights."
Compensation Structure	C-05, 16	Moderate compensation, insufficient benefits, and organizational management	"Moderate compensation but the organization does not have sufficient benefits to retain employees for a long time, and the organization's management."
	C-06	Salary, per diem, and flight pay	"Salary, per diem, and flight pay."
	C-08	Compensation and diligence bonuses as motivation	"Compensation and diligence bonuses are a motivation to love the job of a cabin crew."
External Factors	C-07, 15	Pandemic impact (e.g., COVID-19)	"The factor that has the most impact is the pandemic. The latest example is COVID-19, a contagious disease that spreads quickly and does not yet have a vaccine. This has caused people around the world to stop traveling, severely impacting airlines. When flights cannot operate, the company's revenue drops,

Table 4.2 Factors Influencing the Compensation Package (Salary, Bonuses, and Benefits) (cont.)

Group	ID	Factors	Supporting Code Data
			possibly leading to losses. Therefore, the company needs to reduce compensation, cut benefits, or even let employees go."
	C-10	Business competition	"Business competition conditions."
	C-11	Cost of living based on the country of residence	"Cost of living according to the country of residence."
	C-12,13,14	Salary dependent on flying hours	"Salary depends on the number of flying hours."

The factors influencing the compensation package for cabin crew members are multifaceted, encompassing operational factors, risk and complexity of work, compensation structure, and external influences. Operational factors such as different routings, timing of flights, passenger satisfaction, sick leave, and flight scheduling significantly impact compensation. The risk and complexity of the job, especially in high-risk areas or complex roles, demand higher compensation. Compensation structure issues, including moderate pay, insufficient benefits, and the effectiveness of organizational management, also play a crucial role. External factors such as the impact of the COVID-19 pandemic, business competition, cost of living in different regions, and the dependence of salary on flying hours further affect the overall perception and satisfaction with the compensation package. Understanding these factors can help airlines tailor their compensation packages to better meet employee expectations and improve job satisfaction.

4.4 Analysis, Summerise the finding data - Job Satisfaction

Table 4.3 Factors Influencing Job Satisfaction

Group	ID	Factors Influencing Job Satisfaction	Evidence
Compensation and Benefits	C-01, 02, 12, 16	High salary, family benefits	"High salary and cheap tickets for me and my family" (C-01) / "Salary, benefits and job duties." (C-02,12)
Colleagues and Teamwork	C-03, 04, 05, 07, 08, 14, 15	Good colleagues, teamwork, organizational culture	"Good colleagues" (C-03) "Good teamwork, amazing destinations" (C-04)"Organizational culture" (C-05) "The entire cabin crew works as a team..." (C-08)
Work Environment	C-06, 09, 10, 11, 13,	Love for the profession, quality social environment, communication	"I do love this job" (C-06) < "Quality social environment" (C-09) "Internal communication" (C-10)

Table 4.4 Specific Challenges or Concerns Affecting Job Satisfaction

Group	ID	Challenges and Concerns	Evidence
Issues with Colleagues	C-01, 05, 12, 16	Colleagues	"Colleagues" (C-01) "Colleagues are a factor that affects job satisfaction..." (C-05) "Yes, about colleagues and passengers." (C-12)
Unexpected Challenges from Passengers	C-02, 03, 04, 08, 09, 13, 14	Passengers	"Unexpected challenges from passengers..." (C-02) "Various challenges with passengers..." (C-03)"Challenge: Dealing with passengers from diverse cultures..." (C-08) "Several factors can impact passenger mood..."(C-13)
Weather, Flight Delays, Aircraft Readiness	C-06, 07, 10, 11,15,	Weather, flight delays, aircraft readiness	"Facing various problems..." (C-06) "There are issues that cannot be avoided..." (C-07) "Concerns about the readiness of the aircraft" (C-10) "Uncontrollable weather conditions"(C-15)

Job satisfaction among cabin crew members is influenced by several specific challenges and concerns, alongside key positive factors. Competitive compensation and benefits, such as high salaries and family perks, are essential for meeting financial and personal needs, thereby enhancing overall satisfaction. Positive interactions with colleagues and effective teamwork, supported by a collaborative organizational culture, further contribute to a fulfilling work experience. Additionally, a quality work environment that fosters a love for the profession, strong social interactions, and effective communication channels plays a crucial role.

However, specific challenges such as issues with colleagues, unexpected challenges from passengers, and operational problems like adverse weather conditions and flight delays can negatively impact job satisfaction. Interactions with coworkers can be a significant factor, with respondents indicating that these relationships directly affect their satisfaction levels. Dealing with diverse cultural backgrounds and passenger complaints also poses difficulties. Moreover, operational challenges, including concerns about aircraft readiness, further complicate the work environment.

Addressing these challenges through supportive policies and effective communication can help mitigate their impact on employee satisfaction. Together, these positive factors and the management of specific challenges create a comprehensive framework that enhances job satisfaction and well-being among cabin crew members.

4.5 Analysis, Summarise the finding data - Compensation and Benefits

Table 4.5 Factors Influencing Perception of the Compensation Package (Salary, Bonuses, and Benefits)

Group	ID	Factors Influencing Perception	Evidence
Sick Leave, Flying Hours, Scheduling	C-01, 02, 03, 09, 12, 15	Sick leave, flying hours, scheduling	"Sick leave" (C-01) "Salary depends on the number of flying hours" (C-03) "Flight scheduling..."(C-12)
Risk and Complexity of Work	C-05, 13, 14	Risk and complexity of work	"1. Risk of the job: In some areas, there are safety risks..." (C-05) "2. Complexity of the job: Full-service airlines receive higher compensation than low-cost airlines."(C-13)
Compensation and Diligence Bonuses	C-06, 08	Compensation and diligence bonuses	"Compensation and diligence bonuses are motivating factors..."(C-06)
Pandemic Impact, Business Competition, Cost of Living	C-07, 10, 11,16	Pandemic impact, business competition, cost of living	"The most significant impact is the pandemic..." (C-07) "Business competition conditions" (C-11) "Cost of living based on the country of residence"(C-16)

Table 4.6 Satisfaction of the Compensation

ID	Satisfaction Level	Evidence
C-01, 02, 07, 11	High satisfaction	"Very satisfied" (C-01) "Satisfied with compensation and benefits..." (C-07)
C-03, 04, 06, 10	Moderate to fairly satisfied	"Yes" (C-03) "Fair but should be more."(C-06)
C-05, 08,15,16	Quite satisfied, but never fully or with some reservations	"I am actually quite satisfied..."(C-05)
C-09.12,13,14	Satisfied with compensation, but not benefits	"Satisfied with the compensation but not very satisfied with the benefits."(C-09)

Table 4.7 Disparities or discrepancies in compensation compared to expectations or industry standards

Group	ID	Discrepancies in Compensation	Evidence
No Discrepancies	C-01, 10, 11, 12, 13, 14, 15, 16,	No	"No, because the airlines I work for pay me following the regulations of the Ministry of Labour." (C-01) "No" (C-10)
Discrepancies Due to COVID-19	C-03, 04, 08	Yes, during COVID-19	"I experienced discrepancies during COVID-19 because the airline scheduled flights every other month and reduced compensation." (C-03), "COVID-19 proved that this airline has no stabilities." (C-08)
Discrepancies Due to Airline Policies	C-02, 05, 06, 07, 09	Yes, due to differences in airline policies and operational issues	"Each airline has a different salary and benefits, depending on the airline's income and policy." (C-02) "In the current airline I work for: 1. Deadheading, regardless of hours, is not compensated even though it feels like working. 2. Allowances vary by destination, some not reasonable with the cost of living in those countries." (C-06) "Other airlines offer benefits tickets for employees and their families. My airline used to have them, but it's cumbersome to request." (C-09)

The perception of compensation packages among cabin crew members is influenced by several key factors, including sick leave, flying hours, and scheduling, which directly impact their earnings. The complexity and risk associated with their roles also play a significant part, with higher-risk and more complex jobs commanding better compensation. Additionally, compensation and diligence bonuses serve as strong motivating factors. External factors such as the COVID-19 pandemic, business competition, and cost of living further influence compensation perceptions. Satisfaction levels with compensation vary, with some employees expressing high satisfaction due to competitive pay

and benefits, while others note moderate satisfaction and highlight areas for improvement, particularly in benefits. Disparities in compensation are observed mainly due to the COVID-19 impact and differences in airline policies and operational issues. Some employees report no discrepancies, attributing this to adherence to regulatory standards, while others experienced significant discrepancies during the pandemic or due to varying airline policies and operational practices. Addressing these factors can help align compensation packages with employee expectations, enhancing overall job satisfaction.

4.6 Analysis, Summarise the finding data - Work-Life Balance

Table 4.8 Managing work-life balance

Group	ID	Methods for Managing Work-Life Balance	Evidence
Scheduling and Planning	C-01, 03, 07, 11, 13, 15	Scheduling time for personal life, exchanging flight schedules	"I schedule time for personal life around my work schedule each month. I like to maintain a healthy balance between work, health, family, and relaxation." (C-01) "I try to exchange flight schedules to match my convenience, which improves my life balance." (C-07) "Work schedules are planned in advance, and I can exchange flights with colleagues, allowing me to balance work and personal life effectively."(C-11)
Social Activities	C-02, 05, 10, 14, 16	Engaging in social activities, personal activities, and proper rest	"Meeting friends to hang out, workout, do any activities that you want and manage the stress." (C-02) "Choosing to find personal time to do activities I like." "When it's time to rest, I ensure I rest properly and manage my time wisely."(C-05)

Table 4.8 Managing work-life balance (cont.)

Group	ID	Methods for Managing Work-Life Balance	Evidence
Health and Well-being	C-04, 06, 09, 12	Maintaining health, exercise, proper meals, and staying connected with family	"1. Trying to create opportunities to go home by requesting consecutive days off or scheduling flights to Thailand. 2. Eating healthy and delicious food helps mentally. 3. Exercising when possible. 4. Syncing body clock with home base (Doha). 5. Getting as much sleep as possible."(C-04) "Taking care of personal tasks on days off." (C-09) "I watch Thai news videos, keep in touch with family and friends, go out with Thai crew, and visit home when having long days off."(C-12)

Table 4.9 Policies or practices implemented by airlines to support work-life balance

Group	ID	Policies and Practices	Evidence
Rest and Relaxation	C-01, 11	Minimum rest policies, longer rest periods after flights	"I follow the well-organized policies about minimum rest before the flight. This ensures I have enough time to sleep and relax before working my next flight." (C-01) "When crew fly from different time zones, the airline gives longer rest periods."(C-11)
Flexible Scheduling	C-03, 05, 06, 07, 08	Exchangeable flight schedules, request for specific days off	"There are policies for those who like to fly overnight called Red Eye groups. Their schedules will always be overnight, making them satisfied with their schedules while others don't have to fly overnight often." (C-03) "The ability to exchange schedules, request days off, and adjust work schedules in advance helps maintain balance." (C-07)

Table 4.9 Policies or practices implemented by airlines to support work-life balance (cont.)

Group	ID	Policies and Practices	Evidence
Comfort and Facilities	C-04, 12	Comfortable amenities on long-haul flights, low-price tickets	"The airline provides comfortable blankets for staff to sleep well during ultra-long-haul flights, so they wake up refreshed." (C-04) "Workshop or low-price ticket incentives." (C-12)
No Policies	C-02, 09, 10, 13, 14, 15, 16	None	"No."(C-02)

Table 4.10 Impact of work-life balance

Group	ID	Impact on Job Satisfaction and Well-being	Evidence
Positive Impact	C-01, 02, 07, 09	Enhances job satisfaction, allows better personal time management	"Work-life balance is one of the significant factors in choosing the work. If I cannot nail it, it will make bad effects on me in terms of health and mental health." (C-01) "I love to work in shifts." (C-07) "I can manage my work and rest time well, so I don't have any problems." (C-09)
Health and Family Impact	C-03, 04, 10, 11, 12	Affects health, family time, and personal activities	"It has a significant impact; irregular flying affects eating, sleeping, and exercise schedules." (C-03) "Health issues arise due to irregular rest and meals." (C-04) "Irregular working schedule affects health, especially sleeplessness."(C-10)

Table 4.10 Impact of work-life balance (cont.)

Group	ID	Impact on Job Satisfaction and Well-being	Evidence
Mixed Impact	C-05, 06, 8	No true balance, but flexibility in work hours is beneficial	"There is no true balance, but I look for work patterns that fit my life at the time, which makes me happy." (C-05) "Work satisfaction is high because work hours can be adjusted or exchanged with colleagues."(C-06

Managing work-life balance among cabin crew members involves several key methods, including scheduling and planning, engaging in social activities, and maintaining health and well-being. Crew members often schedule time for personal activities around their work schedules, exchange flight schedules for convenience, and plan ahead to balance work and personal life effectively. Engaging in social activities, personal hobbies, and ensuring proper rest are crucial for managing stress and maintaining a healthy balance. Additionally, maintaining physical health through proper meals, exercise, and staying connected with family and friends is vital. Creating opportunities to go home, syncing body clock with home base, and taking care of personal tasks during days off contribute significantly to their well-being. These strategies collectively help cabin crew members manage their work-life balance, enhancing their overall job satisfaction and well-being.

4.7 Analysis, Summarise the finding data: Career Development

Table 4.11 Career development opportunities or promotion

Group	ID	Perception of Career Development Opportunities	Evidence
Positive Perception	C-05, 06, 10, 11, 12, 13	Opportunities for growth and promotion, supportive programs	"The airline provides significant growth opportunities, starting from crew member to senior positions and beyond."(C-05) "There are clear hierarchies and promotion opportunities."(C-10) "We can take short online courses, and talking to many people is inspiring."(C-11)
Limited Opportunities	C-01, 02, 04, 08, 14, 16	Perception of limited or unequal opportunities	"It's understandable to think that promotions might be based on working hours alone. However, in most airlines, advancement typically involves a combination of factors beyond just the time you put in." (C-01) "Not everyone can get the opportunity for development in career." (C-04) "There is a ceiling in positions and job scope; not everyone can reach the top." (C-08) "Personally, I don't seek career advancement from this job anymore."(C-14)
Neutral/Uncertain	C-03, 07, 09	Uncertain or no clear opinion	"The use of various technologies has made work communication and execution faster." (C-03)"Promotions to senior crew positions are available."(C-07)

Table 4.12 Professional growth or advancement opportunities

Group	Respondent	Opportunities for Professional Growth	Evidence
Yes	C-01, 02, 03, 04, 05, 06, 07, 09, 10, 11, 12, 13, 14, 15, 16	Opportunities for growth and advancement	"Yes." (C-01) "Yes, but not everyone." C-01 "The airline has opened applications for senior positions and various activities." (C-04) "The airline has a clear hierarchy, encouraging ambition for higher positions." (C-12) "Opportunities for growth are available, provided one has the knowledge and experience."
No	8	No	"No, because this job doesn't align with my long-term career goals."

Table 4.13 Additional support or resources enhancing career development opportunities

Group	ID	Desired Support and Resources	Evidence
Training and Development	C-04, 05, 07, 15, 16	Language courses, industry knowledge training	"Offer basic language courses for use on flights." (C-04) "Provide training and better management." (C-05) "Offer various training courses outside of safety training, such as aviation industry knowledge."(C-07)
Incentives and Compensation	C-01, 02, 06, 11, 12	Increased salary, benefits, working incentives	"Working incentives."(C-01) "More salary, benefits, and facilities."(C-06) "Appropriate compensation for positions and interest-based training courses."
Organizational Support	C-03, 08, 09, 13, 14	Better reporting channels, fair management	"Improve channels for reporting irregular incidents."(C-03) "Manage the organization better, provide better training systems." (C-09) "Treat all employees fairly."(C-13)
No Additional Support Needed	10	None	"No."

Career development opportunities for cabin crew members are perceived differently, with some viewing them positively while others see limitations or are uncertain. Respondents who view opportunities positively highlight significant growth possibilities, clear hierarchies, and various promotion avenues within the airline. Those who perceive limited opportunities cite factors such as the necessity of combining work hours with other factors for advancement and unequal access to development. Some respondents are uncertain or unclear about the opportunities available, noting that advancements are available but not always clearly communicated. Additionally, while most respondents acknowledge the airline's support for professional growth through various training and development programs, others desire more incentives, better organizational support, and additional resources to enhance career development. This varied perception underscores the need for transparent communication and equitable access to career growth opportunities within the airline industry.

4.8 Recognition and Rewards

Table 4.14 Recognize and reward

Group	ID	Recognition and Rewards	Evidence
Bonuses and Incentives	C-01, 02, 12	Bonuses, rewards, faster promotion	"Bonus." (C-01) "Give certification and tickets as rewards." (C-02) "Faster promotion when crew get compliments from cabin senior."(C-12)
Performance Evaluation	C-03, 04, 06, 07, 09, 10	Performance scores, annual evaluations, employee of the month	"Performance scores are added for individuals participating in activities."(C-03) "Managers send emails with compliments received, and the airline keeps these compliments in profiles for future promotions." (C-06) "Annual evaluations to adjust salary or renew contracts motivate employees to work harder." (C-07) "Employee of the month selection."(C-09)

Table 4.14 Recognize and reward (cont.)

Group	ID	Recognition and Rewards	Evidence
No Recognition	C-05, 08	No recognition or rewards	"None." (C-05) "No, doing well is considered just part of the job."(C-08)

Table 4.15 specific forms of meaningful or motivating Recognition or rewards

Group	ID	Recognition and Appreciation	Evidence
Yes	C-01, 03, 08, 09, 10, 11	Feel recognized and appreciated	"Yes." (C-01) "Yes, enough." (C-03) "My colleagues and supervisors are satisfied working with me, which is enough recognition."(C-09)
No	C-04, 05, 06, 07, 12	Do not feel adequately recognized or appreciated	"No." (C-04) "Doing well is considered just part of the job." (C-06) "There is no specific recognition for the job done well."(C-07)
Mixed Feelings	C-02	Some recognition but not enough	"So so."

Recognition and rewards play a crucial role in job satisfaction among cabin crew members. Bonuses and rewards, such as certifications, tickets, and faster promotions, are appreciated by some respondents who feel these incentives are meaningful. Performance evaluations, annual reviews, and emails with compliments are other methods used to acknowledge and motivate employees, enhancing their dedication and performance. However, a segment of respondents feels that there is no recognition, with doing well considered merely part of the job. This disparity is also reflected in the specific forms of recognition, where some feel adequately recognized and appreciated, while others do not feel adequately acknowledged. This mixed feedback highlights the need for a more consistent and inclusive approach to recognition and rewards to ensure all employees feel valued and motivated.

4.9 Job Security

Table 4.16 Confidence, security, and stability of a job

Group	ID	Confidence in Job Security	Evidence
High Confidence	C-01, 03, 04, 07, 10, 11	Confident in job security	"I'm sure with that."(C-01), "Very confident." (C-04) "Job security is high because the aviation industry continues to grow."(C-07)
Low Confidence	C-02, 05, 06, 08, 09, 12	Not confident or experienced insecurity	"Nothing stable in this airline." (C-02) "Airline jobs are never secure, which is well-known." (C-06) "Job security is low due to various factors."(C-09)
Situational Confidence	C-01	Confidence varies based on external factors	"I feel stable with this position, but COVID-19 proved that this airline has no stability."

Confidence in job security among cabin crew members varies significantly. Some respondents express high confidence, citing the continued demand in the aviation industry and feeling assured about their job stability. However, others report low confidence, emphasizing the inherent instability in airline jobs and the impact of external factors like the COVID-19 pandemic. One respondent noted a situational perspective, feeling stable in their current position but acknowledging that the pandemic highlighted the industry's vulnerabilities. These mixed feelings about job security underscore the need for airlines to enhance stability and reassure their employees about their future in the organization.

4.10 Challenges in Role

Table 4.17 Main challenges in the role

Group	ID	Main Challenges	Evidence
Operational Challenges	C-01, 02, 04, 06, 07, 08, 09, 10	Handling diverse passengers, unexpected events, teamwork	"Work with many people who change every flight." (C-01) "Passenger satisfaction or complaints." (C-04) "Diverse colleagues and passengers." (C-08) "Safety and emergency handling."(C-09)
Personal Challenges	C-03, 0-5, 11, 12	Dealing with panic, staying healthy, managing sleep	"Managing panic in emergencies." (C-03) "Taking better care of my health." (C-05) "Sleeping issues."(C-11)
Coping Strategies	All respondents	Using SOPs, teamwork, safety awareness, and experience to handle challenges	"Solve problems according to the SOP." "Experience helps in handling problems." "Safety awareness and preemptive thinking."

Cabin crew members face a range of challenges in their roles, categorized into operational and personal challenges. Operational challenges include handling diverse passengers, unexpected events, and teamwork, with respondents highlighting the need to manage passenger satisfaction and complaints, work with a variety of colleagues, and address safety and emergency situations. Personal challenges involve dealing with panic, maintaining health, and managing sleep, where respondents noted the importance of managing panic during emergencies, maintaining good health, and addressing sleeping issues. To cope with these challenges, all respondents emphasized the use of Standard Operating Procedures (SOPs), teamwork, safety awareness, and leveraging their experience to handle problems effectively. By addressing these challenges through structured strategies and support, cabin crew members can improve their job performance and satisfaction.

4.11 Values

Table 4.18 Value in the job

Group	ID	Most Valued Aspects	Evidence
Compensation and Benefits	C-01, 02, 04,05	Salary, job duties, and opportunities for self-improvement	"Passion and incentives." C-01, "Salary and job duties."(C-01) "Compensation and opportunities for self-improvement."(C-04)
Job Satisfaction	C-03, 06, 07, 09	Happiness, passion, and appropriate compensation	"Happiness in work and compensation."(C-03) "Loving what you do and doing it well." (C-06) "Enjoying work and having appropriate compensation."(C-07)
Work-Life Balance	C-08, 10, 11, 12	Ability to manage personal life and professional responsibilities	"Work that fits personal preferences." (C-08) "Balancing work and life."(C-11)

Cabin crew members place high value on various aspects of their job, which can be grouped into compensation and benefits, job satisfaction, and work-life balance. For compensation and benefits, respondents highlighted the importance of salary, job duties, and opportunities for self-improvement, emphasizing that passion and incentives play a crucial role in their motivation. In terms of job satisfaction, happiness in work, loving what they do, and appropriate compensation were key factors, with respondents expressing the significance of enjoying their work and doing it well. Work-life balance is also highly valued, as respondents noted the ability to manage personal life and professional responsibilities effectively, with work that fits their personal preferences and allows them to balance work and life. These values reflect the multifaceted nature of job satisfaction for cabin crew members, underscoring the need for a supportive and well-rounded work environment.

4.12 Summary of Areas Needing Improvement from Interview Results

Based on the interview responses, There are several key areas need improvement to enhance job satisfaction among Thai cabin crew members:

1. **Work Environment:** Need for stronger teamwork, a supportive and collaborative atmosphere, and effective communication.
2. **Compensation & Benefits:** Requirement for fair and competitive compensation, transparent compensation policies, and adequate benefits.
3. **Work-Life Balance:** Importance of flexible scheduling and support for managing personal activities alongside work.
4. **Career Development Opportunities:** Need for accessible training programs, clear promotion pathways, and professional growth opportunities.
5. **Recognition & Rewards:** Requirement for structured recognition programs and regular performance evaluations.
6. **Job Security:** Importance of job security, health insurance, and retirement plans to reduce anxiety.
7. **Organizational Culture:** Need for a positive, inclusive culture that promotes teamwork, mutual respect, and freedom to express opinions.
8. **Challenges and Job Dissatisfaction:** Addressing irregular schedules, long hours, handling diverse passengers, and managing high-stress situations.

4.13 Conclusion

The detailed findings from the interviews, supported by theoretical frameworks, underscore the complexity of job satisfaction among Thai cabin crew members. By addressing key factors such as work environment, compensation, work-life balance, career development opportunities, recognition, job security, and organizational culture, airlines can significantly enhance job satisfaction. This, in turn, leads to better employee retention and organizational performance. Understanding and addressing these factors through the lenses of Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Organizational Culture, and Compensation Package frameworks can create a more positive and productive work environment for cabin crew members.

CHAPTER V

DISCUSSION AND CONCLUSION

This thematic paper provides a comprehensive understanding of various factors that influence crew members' work environment, compensation packages, job satisfaction, work-life balance, and career development opportunities within the airline industry. These insights are critical for airlines aiming to enhance employee satisfaction and retention.

5.1 Discussion

Factors such as the freedom to express opinions, a family-like atmosphere, and effective teamwork are essential in creating a positive work environment. Additionally, the cultural diversity inherent in both Thai and international airline experiences plays a significant role in shaping a supportive and engaging work environment. A warm and enjoyable atmosphere, coupled with strong mentorship and guidance from senior crew members, further enhances job satisfaction. The combination of a conservative culture with collaborative teamwork ensures a stable and cohesive work environment where employees feel valued and motivated. There is also a need for stronger teamwork, a supportive and collaborative atmosphere, and effective communication.

Herzberg's Two-Factor Theory suggests that job satisfaction and dissatisfaction arise from different sets of factors. Hygiene factors (like work conditions and policies) prevent dissatisfaction, while motivators (such as recognition and responsibility) promote satisfaction. This study confirms that freedom to express opinions (a motivator) and a family-like atmosphere (a hygiene factor) are essential in creating a positive work environment. The compensation package is influenced by operational factors such as flight scheduling and passenger satisfaction, as well as the inherent risks and complexities of the job. External factors like the COVID-19 pandemic have also shown significant impact. The structure of compensation, including salary, bonuses, and per diem, affects

employee motivation and retention. There is a requirement for fair and competitive compensation, transparent compensation policies, and adequate benefits.

Maslow's Hierarchy of Needs indicates that fulfilling higher-level needs (esteem and self-actualization) leads to greater job satisfaction. A high salary (fulfilling safety needs), good colleagues (belongingness needs), and a positive work environment (esteem needs) contribute significantly to job satisfaction. However, challenges related to colleagues, passengers, and operational issues can create dissatisfaction if not managed effectively. This aligns with Herzberg's Two-Factor Theory, where motivators like recognition and responsibility lead to satisfaction, while the absence of hygiene factors like adequate compensation and good working conditions can lead to dissatisfaction. There is a need for structured recognition programs and regular performance evaluations.

Effective scheduling, engaging in social activities, and maintaining health and well-being are crucial for managing work-life balance. Policies like flexible scheduling and supporting amenities on long-haul flights help employees achieve this balance. The dynamic nature of the aviation industry necessitates continuous adjustments to ensure employees can balance their personal and professional lives effectively. Maslow's Hierarchy of Needs also highlights the importance of achieving a balance that allows for self-actualization and personal fulfillment. Flexible scheduling and support for managing personal activities alongside work are important.

Opportunities for professional growth and recognition are vital for employee retention. While some respondents perceive limited or unequal opportunities, others recognize the potential for advancement through various training and development programs. Clear pathways for career development can significantly enhance employee motivation and loyalty. Herzberg's theory supports this, as career development acts as a motivator that enhances job satisfaction. There is a need for accessible training programs, clear promotion pathways, and professional growth opportunities.

Structured recognition programs and regular performance evaluations are essential for acknowledging and motivating employees. Recognition of hard work and achievements fosters a sense of accomplishment and loyalty among crew members. Job security, health insurance, and retirement plans are critical for reducing anxiety and ensuring a stable workforce. These factors contribute significantly to overall job satisfaction and employee retention.

A positive, inclusive culture that promotes teamwork, mutual respect, and freedom to express opinions is essential for creating a supportive work environment. A strong organizational culture helps in fostering a sense of belonging and unity among crew members. Addressing challenges such as irregular schedules, long hours, handling diverse passengers, and managing high-stress situations is crucial. Effective management of these challenges can prevent job dissatisfaction and burnout among crew members. By addressing these factors, airlines can significantly enhance the work environment, job satisfaction, and overall well-being of their crew members, leading to improved employee retention and performance.

5.2 Detailed Analysis and Suggestions

Many participants appreciate the freedom to express opinions, but there is a need for more structured feedback mechanisms. Implement regular town hall meetings and anonymous feedback systems to gather employee input. Encourage open-door policies where employees can freely discuss concerns and suggestions with management. As cabin crew works separately from other employees and management, this can make them feel disconnected from the management team and others in the company. Use tools like 360-degree feedback to ensure comprehensive insights.

Teamwork and a family-like atmosphere are valued, but the multicultural aspect needs more integration. Organize regular team-building activities that include cultural exchange programs to foster inclusivity. Promote mentorship programs where experienced employees guide newcomers, helping them integrate better. Embrace practices from Hofstede's Cultural Dimensions Theory to manage cultural differences effectively.

Compensation structures are seen as moderate, with some discrepancies based on operational factors. Conduct a market survey to benchmark salaries and benefits against industry standards. Introduce performance-based bonuses that reward employees for exceptional work. Ensure transparent communication about how compensation is calculated, including flight hours and risk factors. Align compensation strategies with Equity Theory to ensure perceived fairness.

Flexible scheduling and health maintenance are crucial for employees, but more support is needed. Develop a comprehensive wellness program that includes mental health support, fitness memberships, and stress management workshops. Offer flexible work schedules such as the special day off on the cabin crew and the option to work from home when not on flights such as a re-current period. Ensure that rest periods comply with international standards to avoid burnout. Incorporate practices that mitigate work-family conflict.

Career development opportunities are perceived as limited by some employees. Create a clear career progression framework that outlines potential career paths within the organization. Offer regular training programs, including leadership development and technical skills training. Establish a talent recognition program that identifies and supports high-potential employees.

Structured recognition programs and regular performance evaluations are needed. Develop a formal recognition program that celebrates achievements and milestones. Regularly review and update performance evaluation processes to ensure they are fair and comprehensive. Offer awards and incentives for outstanding performance to motivate employees.

Job security, health insurance, and retirement plans are critical for reducing anxiety and ensuring a stable workforce. Provide robust health insurance and retirement plans. Communicate job security policies clearly to employees to reduce anxiety. Ensure that job security measures align with employee expectations and industry standards.

A positive, inclusive culture that promotes teamwork, mutual respect, and freedom to express opinions is essential. Promote values that encourage mutual respect and inclusivity. Foster an environment where employees feel safe to express their opinions without fear of repercussions. Regularly assess and improve the organizational culture to ensure it aligns with these values.

Irregular schedules, long hours, handling diverse passengers, and managing high-stress situations are challenges that need to be addressed. Implement scheduling practices that provide more predictability and stability. Offer training programs to help employees manage stress and handle diverse passenger needs effectively. Ensure support systems are in place to assist employees in high-stress situations. By addressing these areas, airlines can significantly improve the work environment, job satisfaction,

and overall well-being of their crew members, leading to enhanced employee retention and performance.

5.3 Research question

This paper addresses the set questions regarding compensation packages and job satisfaction among cabin crew members, as well as the implications for airline management, policy development, and employee well-being initiatives. It's all to answer the question. To explain here are the relevant points extracted from the paper.

1. How do compensation packages, including salary, bonuses, and benefits, contribute to job satisfaction and retention among cabin crew members?

- The thematic paper highlights that compensation packages, including salary, bonuses, and benefits, are key factors influencing job satisfaction. It declares that competitive compensation attracts and retains talent however also emphasizes the need for further investigation into the specific impact on cabin crew satisfaction and retention (Chapter I, Problem Statement). Various factors such as work environment, compensation and benefits, work-life balance, career development opportunities, recognition and rewards, and job security are discussed as influential in job satisfaction (Chapter IV, Data Collection and Finding Result). The significance of fair and equitable compensation is highlighted, indicating that compensation packages that are perceived as fair and transparent can build trust and loyalty among employees, enhancing job satisfaction and organizational commitment (Chapter II, Literature Review).

2. What are the implications of cabin crew job satisfaction for airline management, policy development, and employee well-being initiatives?

- Understanding job satisfaction among cabin crew is essential for airline management to foster a positive work environment and enhance employee retention. Adopting a holistic approach that recognizes the interplay of various factors impacting job satisfaction is crucial (Chapter I, Problem Statement). Implications for airline management practices include the need for effective recruitment, training, performance management strategies, and the implementation of employee well-being initiatives. A well-structured compensation package and a positive organizational culture can significantly enhance job satisfaction, leading to better employee retention and organizational performance

(Chapter IV, Data Collection and Finding Result, Detailed Findings and Theoretical Applications). Satisfied employees are more likely to provide exceptional service, benefiting the airline's reputation and customer loyalty (Chapter IV, Conclusion).

The paper comprehensively analyzes how compensation packages influence job satisfaction and retention among cabin crew members and discusses the implications for airline management and policy development. It emphasizes the need for a supportive work environment, fair compensation, and effective management practices to enhance employee well-being and organizational success.

5.4 Limitations

This research has several limitations that should be acknowledged when interpreting the findings. The sample size and diversity of respondents may limit the generalizability of the findings. Future studies should include a larger and more diverse sample to ensure broader applicability. Additionally, including respondents from different regions and airlines could provide a more comprehensive view.

The data relies on self-reported responses, which may be subject to biases and inaccuracies. Triangulating these findings with objective performance data could provide a more comprehensive understanding. Including qualitative interviews could also help capture deeper insights into employee experiences.

The findings may be specific to the airlines and regions studied. Different airlines and cultural contexts may yield different results, so caution should be exercised when applying these conclusions universally. Comparative studies across various airlines could help identify common patterns and unique differences. The dynamic nature of the airline industry means that factors influencing employee satisfaction and compensation may change over time. Longitudinal studies could help capture these changes and provide a more accurate picture of trends and patterns. Regular updates to the research could ensure the relevance of findings over time.

5.5 Future Research Directions

Conducting longitudinal studies to track changes in employee satisfaction and compensation over time can provide valuable insights into the long-term effects of implemented policies and industry shifts. Comparing different airlines and regions can highlight best practices and areas for improvement. This comparative approach can help identify successful strategies that can be adapted across the industry.

Further research into specific strategies that enhance employee engagement and retention, particularly in high-turnover segments, can inform targeted interventions. Investigating the impact of emerging technologies, such as artificial intelligence and automation, on the airline industry's workforce can provide insights into future skill requirements and training needs.

By addressing these limitations and implementing the suggested improvements, airlines can enhance employee satisfaction, performance, and retention, ultimately leading to a more efficient and motivated workforce. This proactive approach will not only

5.6 Conclusion

This research highlights the multifaceted nature of job satisfaction among Thai cabin crew members, emphasizing the importance of various factors such as work environment, compensation packages, job satisfaction, work-life balance, career development opportunities, recognition, job security, and organizational culture. The study confirms that creating a positive work environment, ensuring competitive and fair compensation, providing opportunities for career advancement, and fostering a supportive organizational culture is critical for enhancing employee satisfaction and retention.

Implementing structured feedback mechanisms, promoting inclusivity, revising compensation structures, and offering comprehensive wellness programs can address current gaps and improve overall job satisfaction. Clear career progression frameworks, robust recognition programs, and job security measures are also essential in building a motivated and loyal workforce. Addressing challenges such as irregular schedules, long hours, and high-stress situations through supportive policies and training can further mitigate job dissatisfaction and burnout.

The findings underscore the need for airlines to adopt a proactive approach to human resource management, focusing on continuous improvement and adaptation to changing industry dynamics. By leveraging theoretical frameworks such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Organizational Culture, and Compensation Package frameworks, airlines can develop targeted strategies to enhance employee satisfaction and performance.

A comprehensive approach that integrates various theoretical perspectives and practical suggestions can create a more positive, productive, and resilient work environment for cabin crew members, ultimately leading to better organizational performance and customer satisfaction.



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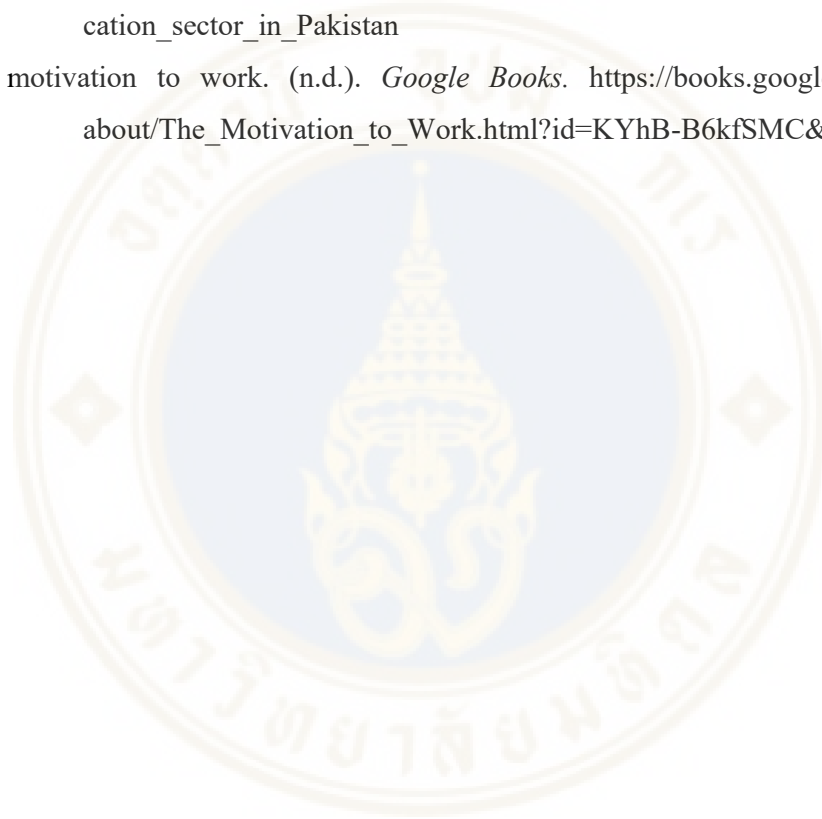
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Appendix A: Interview question

Background Information

1. Can you please provide an overview of your experience working as a cabin crew member, including your position and the airline you are or were employed with.

Work Environment

2. How would you describe the overall work environment within your airline?

3. What aspects of the work environment contribute to your job satisfaction as a cabin crew member?

4. Are there any specific challenges or concerns you face in your daily work environment that affect your job satisfaction?

Compensation and Benefits

5. How satisfied are you with the compensation and benefits provided by your airline?

6. Can you elaborate on the factors that influence your perception of the compensation package, including salary, bonuses, and benefits?

7. Have you experienced any disparities or discrepancies in compensation compared to your expectations or industry standards?

Work-Life Balance

8. How do you manage work-life balance as a cabin crew member, considering the irregular schedules and long periods away from home?

9. Are there any policies or practices implemented by your airline to support work-life balance for cabin crew members?

10. What impact does work-life balance have on your overall job satisfaction and well-being?

Career Development Opportunities

11. How do you perceive the career development opportunities provided by your airline?
12. Have you been able to pursue any professional growth or advancement opportunities within your role as a cabin crew member?
13. What additional support or resources would you like to see from your airline to enhance career development opportunities for cabin crew members?

Recognition and Rewards

14. How does your airline recognise and reward the efforts and contributions of cabin crew members?
15. Do you feel adequately recognised and appreciated for your work within the organisation?
16. Are there any specific forms of recognition or rewards that you find particularly meaningful or motivating?

Job Security

17. How confident are you about the job security and stability within your airline?
18. Have you experienced any concerns or uncertainties regarding job security during your tenure as a cabin crew member?

Challenges Faced in the Role

19. What are some of the main challenges you encounter in your role as a cabin crew member?
20. How do you cope with these challenges, and do they impact your job satisfaction in any way?