

1st International Conference on Aviation Future: Challenge and Solution (AFCS 2020)

Factors Affecting Quality of Working Life

A Study On Front-line Employees In Vietnamese Aviation Sector

Thi Hanh An Le¹ , Thi Mai Trang Nguyen², Tu Anh Trinh³, Thi Hong Phuong Nguyen⁴

1. *hanhanvaa@gmail.com, Ho Chi Minh University of Economics, Ho Chi Minh 70000, Vietnam*
2. *mai.ntmt2001@gmail.com, Ho Chi Minh University of Economics, Ho Chi Minh 70000, Vietnam*
3. *tuanhvaa@gmail.com, Ho Chi Minh University of Economics University, Ho Chi Minh 70000, Vietnam*
4. *phuongdalairport@gmail.com, Director of Lien Khuong Airport, Lam Dong 66000, Vietnam*

Table of contents

1. Research background
2. Research problem
3. Research objectives
4. Six concepts of research model
5. Research model
6. Research results
7. Managerial implications
8. Limitation and future research

Research background

Air transportation:

The fastest growing aviation markets in the world (17.4 growing percent)

(Das.K, 2018)

Aviation front-line employees:

unstable number

- High rate of employees leaving after probation
- High rate of employees leaving after one-year working experience (Aviation specialists)

VIET NAM AVIATION SECTOR

Vietnam airports

The overcapacity and excessively demanded of infrastructure system and facilities (1.5 times)

(VNA, 2018)

Aviation services : **Poor quality**

No Vietnamese airports in Skytrax's recommendation

(Skytrax, 2018)

Research problem

Front-line aviation employees: Collect first hand market information and show their performances → Customer satisfaction

(Coelho, Augusto and Lages, 2011)

Front-line staff working features

- Serving a lots of passenger from many different levels of societies
- Working in shift even until midnight
- Working under strict processes/ procedures toward the safety and on-time performance
- Come from many different aviation stakeholders

Quality of working life
a multi-dimensional concept

(Nayeri, Salehi and Noghabi, 2011)



Previous study sections: Retail,
banking, education, hospital,...

(Nguyen and Nguyen, 2012; Mohamad and Mohamed, 2012;
Nayer, Salehi and Noghabi, 2011; Yeo and Li, 2012)

Research objectives

Examine the factors impacting on **the quality of working life**

Six concepts of research model

Quality of working life

- The well-being of employees (Nguyen and Nguyen, 2012)

Perceived of organizational support

- The extent to which employees perceive that the organization values their contributions and cares about their well-being (Karatepe, 2015)

Emotional exhaustion

- Draining energy and emotional resources because of high levels of stressors on the job. (Cordes and Dougherty, as cited in Karatepe, 2015)

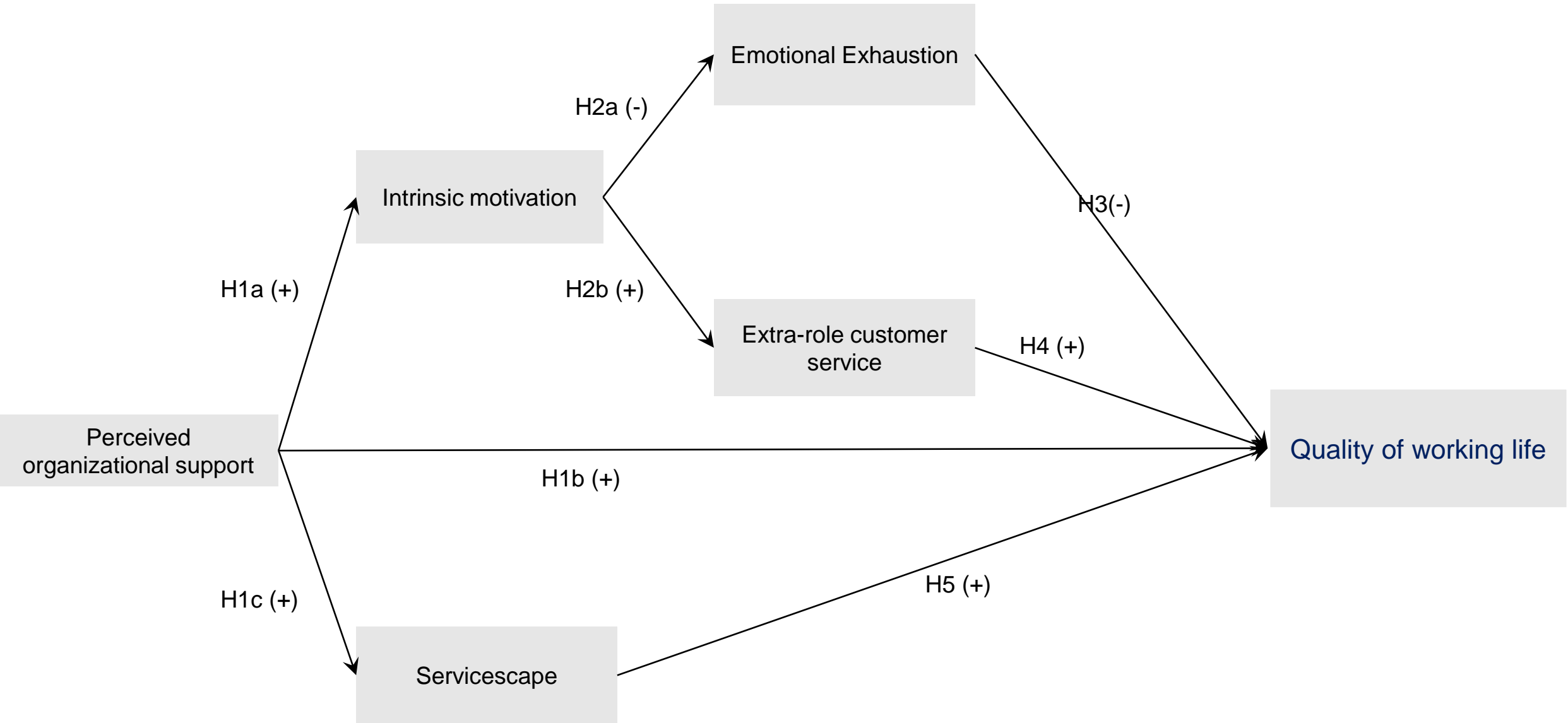
Extra-role customer services

- All the behavior that are not specified by job descriptions, as well as not included in developing formal reward systems (Yap, Bove, and Beverland, 2009)

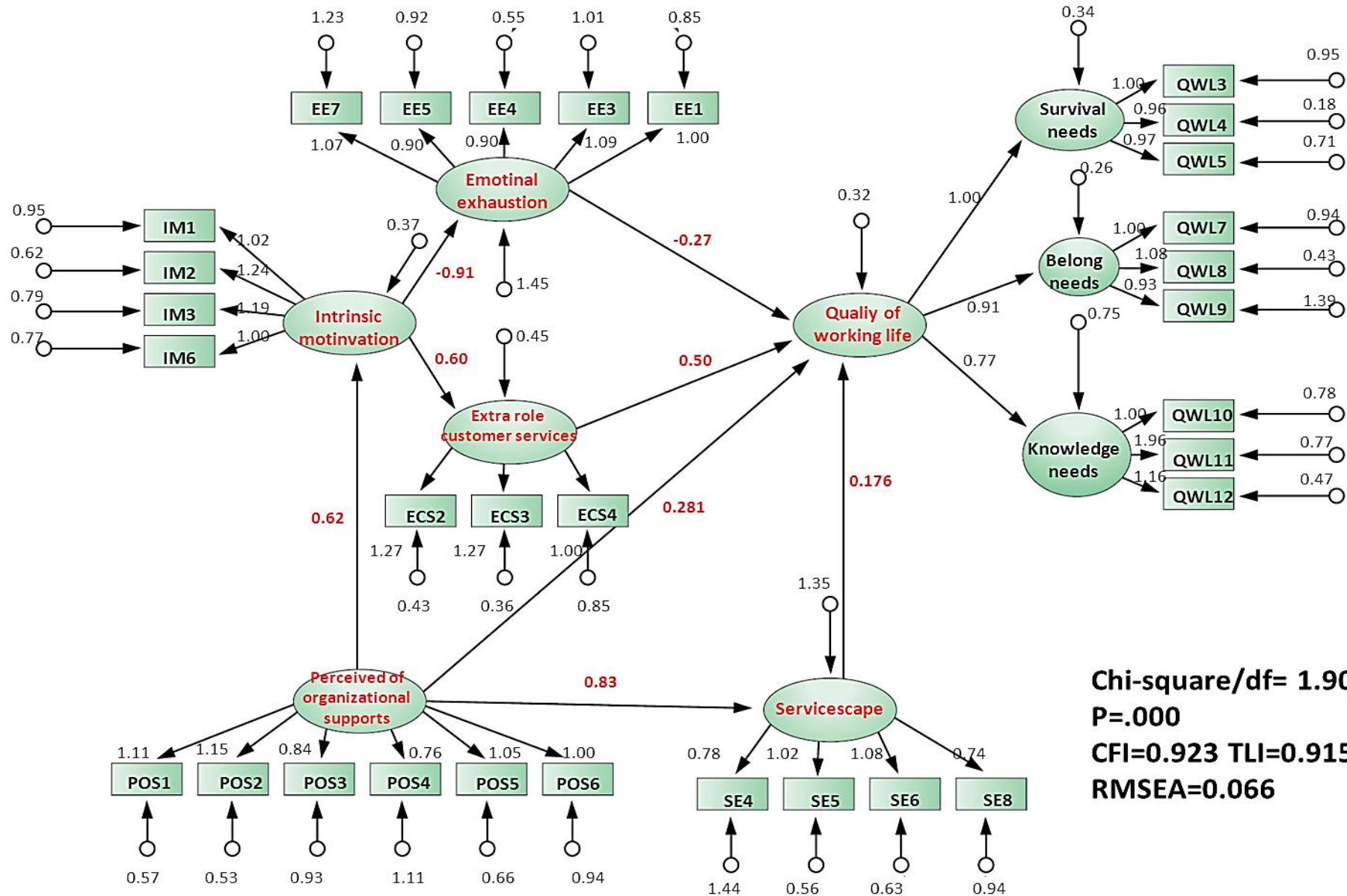
Servicescape

- The physical surroundings of employees (Bitner, 1992)

Research model



Research results: Model evaluation



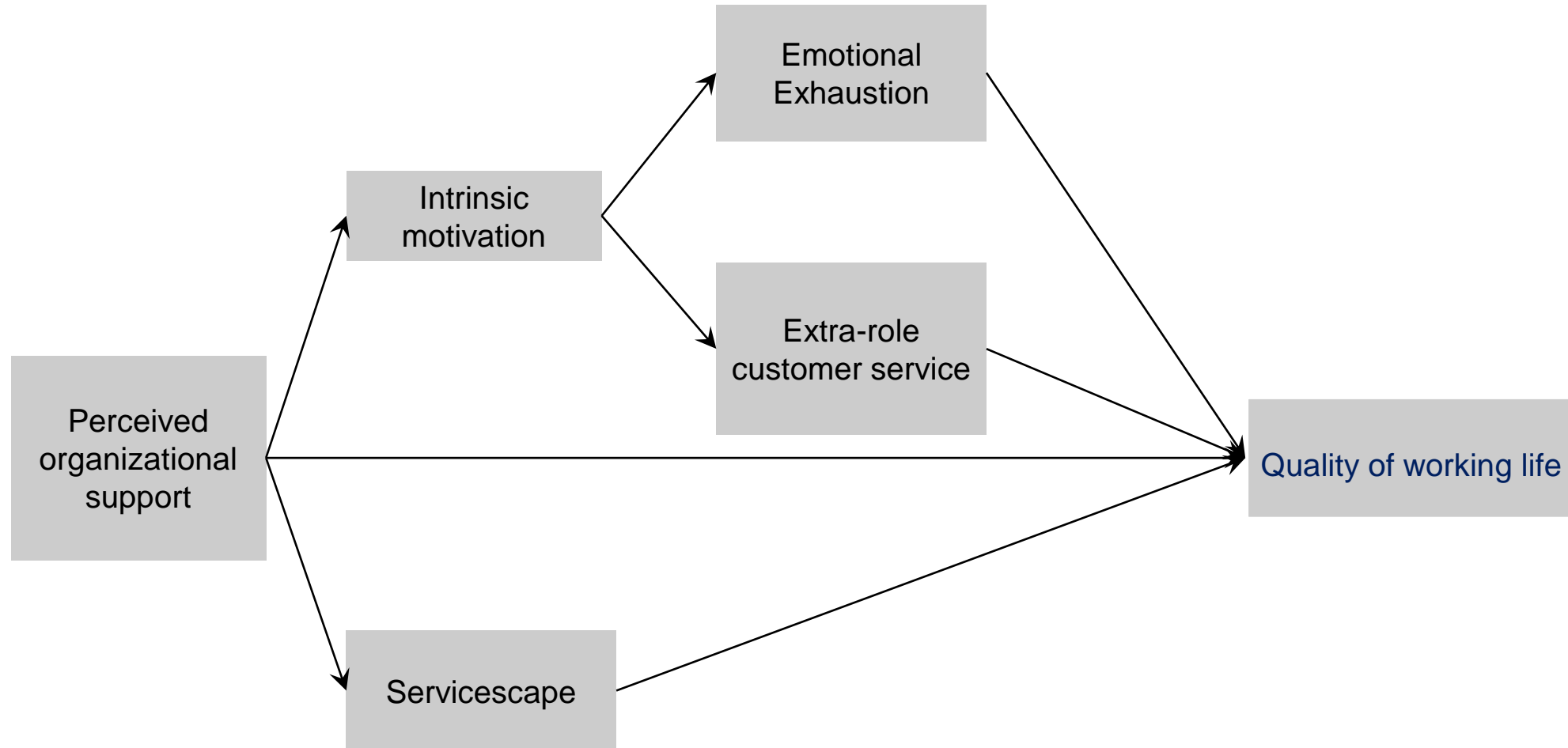
Chi-square/df= 1.905
 P=.000
 CFI=0.923 TLI=0.915
 RMSEA=0.066

Research results: Hypotheses evaluation

Relationship/ Hypothesis				URW	SRW	Se	P	Result
H1a	POS	→	IM	0.618	0.829	0.063	0.000	Supported
H2a	IM	→	EE	-0.912	-0.578	0.125	0.000	Supported
H2b	IM	→	ECS	0.602	0.641	0.085	0.000	Supported
H1c	POS	→	SE	0.827	0.665	0.089	0.000	Supported
H3	EE	→	QWL	-0.27	-0.316	0.048	0.000	Supported
H4	ECS	→	QWL	0.503	0.35	0.092	0.000	Supported
H1b	POS	→	QWL	0.283	0.281	0.077	0.000	Supported
H5	SE	→	QWL	0.176	0.218	0.052	0.000	Supported

Research findings

Objectives: Which factors impact on the quality of working life of front-line staff at VN aviation sector?



Managerial implications

Q 1. How can the manager assess quality of working life of their front-line staffs?

Hypothesis	Managerial implications	Other researchs
H3	Are they ready to show extra-role customer services?	Yeo and Li, 2013; Stoner, Perrewé, and Munyon, 2011
H4	Do they show emotional exhaustion?	Sharma, Yadav, Aggarwal, and Singh, 2012

Managerial implications

Q2. How can the manager reduce the emotional exhaustion as well as increase the extra-role customer services of their front-line staffs?

Hypothesis	Managerial implications	Other researchs
H2a H2b H1a	Perceived of organizational supports will be the main factor reduce the emotional exhaustion as well as increase the extra role customer services <hr/> Perceived of organizational supports indirectly impact on those concepts through personal intrinsic motivation	Babakus <i>et al.</i> , Finkelstein, Walumbwa <i>et al.</i> , as cited in Karatepe, 2015

Limitation and future research

- The representative of sample
- The future research should collect larger sample which can split the organization's case to analysis.

Thanks for your listening