

Job satisfaction and well-being of Filipino cabin crew employees of Philippine flag carrier: Inputs to strategic action plan

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Abstract

This research aimed to assess the job satisfaction and well-being of Filipino cabin crew employed by the national airline, and to develop a strategic approach to enhance job satisfaction and promote well-being among this group based in Metro Manila. The study evaluated their levels of job satisfaction and well-being, investigated whether there were significant differences in responses based on the demographic profiles of the participants, and analyzed the significant relationships between the variables considered. This study employed a quantitative, descriptive-correlational design to assess job satisfaction and well-being among 328 Filipino cabin crew members in Metro Manila, working for the national airline. The measurement tool utilized was developed by adapting elements from various existing sources. Analysis included frequency distributions and percentages for demographic data, and descriptive statistics such as mean scores to evaluate job satisfaction and well-being. The Shapiro-Wilk test verified data normality. Further statistical tests—T-test, ANOVA, and Post Hoc—identified significant differences, while the Pearson Correlation Coefficient explored the relationship between job satisfaction and well-being. The research findings unveiled that a significant portion of the participants were millennial females, typically between the ages of 27 and 43, predominantly married, and equipped with a college-level education. The majority boasted 6 to 10 years of professional experience, primarily in cabin crew roles, with a noteworthy subset occupying senior or training positions. More than half reported annual earnings exceeding Php 800,001. Impressively, they exhibited high levels of job satisfaction and overall well-being. Furthermore, the study established a meaningful correlation between job satisfaction and well-being. In light of these insights, the researcher has outlined a strategic action plan aimed at further boosting job satisfaction and fostering well-being among the cabin crew.

Keywords: airlines, cabin crew, Filipino, job satisfaction, Philippines, well-being

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1. Introduction

The cabin crew profession ranks as the second most desired job globally, capturing imaginations with its dynamic work environment and the allure of travel, according to recent findings from Jobseeker (2024). The role, often perceived as glamorous and enjoyable, demands a high degree of proficiency in safety management and hospitality, with flight attendants navigating through high-stress situations and potential hazards routinely. The job's rigorous nature, characterized by erratic schedules, time zone hopping, and passenger interactions during delays or other stressful scenarios, often hampers personal time, leading to substantial job dissatisfaction and turnover within the industry (Indeed Editorial Team, 2022; Sharma et al., 2022). The cabin crew profession, already demanding due to its rigorous requirements, faced additional challenges with the onset of the COVID-19 pandemic in 2020. This crisis significantly disrupted the aviation sector, but the industry's rapid rebound, fueled by the surge of "revenge travel," underscores an urgent need for airlines to prioritize the well-being and job satisfaction of their flight attendants to sustain operational excellence. As pivotal facilitators of the passenger experience, cabin crew members' happiness is intricately linked to the airline's success. Ensuring their satisfaction is not merely a moral imperative but a strategic one, as it directly influences service quality, customer loyalty, and the financial health of the airline industry.

The airline industry has been profoundly impacted by the COVID-19 pandemic, which has exacerbated psychological anxiety, stress, and health risks among flight attendants (Görlich et al., 2020; Shin et al., 2022; Sabaner et al., 2022). Concurrently, the industry is experiencing a demographic shift as millennials and Gen Z become more predominant in the workforce, prioritizing work-life balance over compensation (Wyman et al., 2023). In the Philippines, cabin crew often view their roles in local airlines as a springboard to advance their careers with prestigious Middle Eastern carriers when opportunities arise. Despite considerable research on job satisfaction and well-being within the broader airline industry, there is a notable research gap specifically addressing the experiences and challenges faced by Filipino cabin crew, particularly in the aftermath of the pandemic. This combination of factors underscores the urgent need for targeted studies that address these evolving dynamics and their impact on this crucial workforce segment.

This study explores the relationship between two primary variables: Job Satisfaction and Well-being. Job Satisfaction is defined as an individual's affective reaction to various facets of their work, which reflects the extent of their enjoyment or displeasure in their job roles (Spector, 2022). It significantly influences productivity, absenteeism, and turnover rates (Somashekher, 2021). Well-being, as defined by the World Health Organization (WHO), refers to a state characterized by favorable conditions that foster positivity among individuals and communities. Existing research indicates a positive correlation between well-being and job satisfaction, suggesting that well-being could potentially predict job satisfaction levels (Dreer, 2024). The theoretical framework for this study is Martin Seligman's PERMA theory of Well-being (Seligman, 2011), which posits that while well-being cannot be completely defined or measured as a single entity, it comprises multiple measurable components.

This research holds substantial implications for human resource professionals and airline management, aiming to empower front-line staff to deliver exceptional customer service while maintaining high job satisfaction. The findings could significantly assist airlines in managing their workforce, enhancing job satisfaction, promoting well-being, reducing employee turnover, and optimizing resource allocation. These efforts align with the UN Sustainable Development Goals 3 (good health and well-being) and 8 (decent work and economic growth), thereby supporting the overall success of airlines and the welfare of their dedicated cabin crew members. This study addresses a significant gap in existing research by focusing specifically on Filipino

cabin crew based in the Philippines, whereas most literature on job satisfaction and well-being traditionally centers around health-care workers and teachers. The objective is to evaluate the job satisfaction and well-being of this particular group and to investigate the relationships between these factors. By doing so, the study provides targeted insights into this distinct workforce segment, offering a deeper understanding of their unique experiences and challenges.

Objectives of the Study - This study aimed to assess the Job Satisfaction and Well-being of Filipino cabin crew employees of the Philippine flag carrier. More specifically, the study aimed to assess the well-being of Filipino cabin crew employees of the Philippine flag carrier in terms of positive emotion, engagement, relationship, meaning, accomplishments, health, and negative emotion; test the significant relationship between job satisfaction and well-being. Lastly, proposed a strategic action plan based on the result of the study for improving job satisfaction and fostering the well-being of cabin crew employees.

2. Method

Research Design - The study adopted a quantitative methodology featuring a descriptive-correlational research design to meet its goals. Quantitative research is widely used in the social sciences to explore various phenomena in psychology, social science, and economics through the analysis of numerical data (Ahmad et al., 2019). This approach aims to measure and quantify phenomena with questions about 'how long,' 'how many,' or 'to what extent,' and seeks to generalize results from a specific sample to a larger population (Allibang, 2020). It involves collecting numeric data from sources like personal income or structured scales measuring emotional states, and uses statistical methods for analysis, setting it apart from qualitative methods which utilize questionnaires, observations, or experimental procedures (Ahmad et al., 2019). Additionally, the research design includes a descriptive component that uses surveys and other investigative techniques to gather numerical data through tests, surveys, observations, and interviews, capturing variables in their unaltered states. This method offers a snapshot of existing conditions (Allibang, 2020). The study's correlational aspect examines the relationships among variables, analyzing their nature without any manipulation or control, thus identifying trends and patterns but not inferring causality (Allibang, 2020; Cummings et al., 2019). The analysis determines the type of correlation—positive, negative, or zero. A positive correlation means variables move in the same direction, a negative correlation indicates one variable increases as the other decreases, and zero correlation means there is no detectable relationship between the variables (Cummings et al., 2019).

Participants of the Study - The aviation industry features a substantial group of Filipino cabin crew members who provide their expertise to multiple international airlines. While these professionals are widely distributed, this research uniquely focuses on a specific group—cabin crew members based in the bustling metropolis of Metro Manila, Philippines, employed by the country's flag carrier. The study focused on a diverse group of Filipino cabin crew members based in Metro Manila, including men and women aged 18 to 60 years. The participants held various roles within the airline industry, such as purser, lead cabin crew, trainer, and regular cabin crew. The research also considered variables like civil status, education, and years of service to gain a deeper understanding of the participants' perspectives and professional experiences. This comprehensive approach allowed for a nuanced analysis of the participants' views, enhancing the study's exploration of their backgrounds and qualifications in the aviation sector. To ascertain the total number of cabin crew members for the study, the researcher requested the current cabin crew count from the airline, which stood at 2,200. Using the RAOSOFT online sample calculator, it was determined that a sample size of 328 participants was necessary to yield representative results, considering a 5% margin of error and a 95% confidence level. This rigorous approach guarantees that the study's outcomes are statistically sound and accurately represent the broader cabin crew community.

Data Collection Instrument - The instrument used in this study was adapted from several sources and modified to better fit the research objectives. The Job Satisfaction instrument includes seven sub-variables derived from Heimerl et al.'s (2020) research on factors affecting job satisfaction in the hospitality industry.

Specifically, questions related to Salary (questions 2-4) were adapted from Ramli's (2019) work, while questions 5-6 were taken from Nanjundeswaraswamy's (2019) study. Additionally, a question about the working atmosphere (question number 5) was incorporated from Bulińska-Stangrecka et al. (2020) findings. For the sub-variable Working Activity, question 3 was included from Lestari et al.'s (2021) research, and questions 4-5 were drawn from Spector's (2021) Job Diagnostic Survey.

In a similar vein to the Job Satisfaction Instrument, this tool was customized for the target audience by incorporating additional questions from various studies. For the Positive Emotions sub-variable, questions 4-5 were taken from Goh et al.'s (2021) research. The Engagement sub-variable and questions 5-7 for Meaning were adapted from Peterson et al.'s (2005) study. All questions for the Accomplishment sub-variable came from Gander et al.'s (2016) research, while questions 4-8 for Relationships were also derived from this study. For Health, items 4-6 were sourced from Donaldson et al.'s (2022) research. Lastly, inquiries 4-6 for Negative Emotions were drawn from Kun et al.'s (2017) study.

The survey questionnaire is organized into three main sections. The first part focuses on gathering demographic information from participants, including sex, age, civil status, educational background, years of service, position, and average monthly income. The second part addresses job satisfaction, while the third part examines well-being. The questionnaire was initially validated face-to-face by the advisor, Dr. Marivic Ricafort, to ensure alignment with the study's objectives and was further validated by three industry experts. The first expert, Mr. Jojo Villamin, is a faculty member at the Polytechnic University of the Philippines and has previously taught at the University of Santo Tomas in the tourism program. The second expert, Mr. Oscar P. Yu, serves as an airline cabin services team manager and also teaches part-time at De La Salle-College of Saint Benilde in their tourism program. Lastly, Mr. Romeo Maximo III, who works as a cabin crew and line trainer, also contributes as a part-time academic practitioner at De La Salle-College of Saint Benilde and as a resource speaker. These validations helped refine the questionnaire to meet professional standards and relevance. Following validation and approval from the advisor, the instrument was piloted. It was converted into a Google Forms survey, and the link was distributed to potential cabin crew respondents. The pilot test required participation from 50 Filipino cabin crew members from various local airlines, excluding the airline being studied. Once responses from all 50 participants were gathered, the collected data was forwarded to a statistician to conduct reliability testing.

The analysis unveiled high levels of reliability, with Cronbach Alpha coefficients ranging from 0.773 to 0.955, indicating excellent to acceptable internal consistency. Specifically, the computed Cronbach's alpha values for variables such as working hours (0.905), salary (0.913), personnel development (0.919), working atmosphere (0.912), leadership and management (0.955), relationship (0.921), meaning (0.919), health is wealth (0.910), and negative emotion (0.902) all demonstrated strong or excellent internal consistency, surpassing the 0.9 threshold. Meanwhile, variables like working activity (0.891), positive emotion (0.870), engagement (0.852), and accomplishment (0.879) exhibited good internal consistency with Cronbach's alpha values ranging from 0.852 to 0.891. Although infrastructure showed slightly lower reliability with a Cronbach's alpha value of 0.773, it still met the threshold for acceptable reliability. Consequently, this suite of questionnaires is deemed both valid and reliable for implementation in further research and practical application. Following the reliability testing, the draft of the paper, along with the researcher's resume, an ethical review application, reliability results, and a copy of the instrument, were submitted for ethical review. After several weeks of review, the LPU-B-Research Ethics Review Committee granted approval for the study.

Data Gathering Procedure - The airline industry is a key component of global transportation and features the vital roles of cabin crew who guarantee passenger safety and comfort. It has transformed over the years into a global network that supports millions of jobs and bolsters economies by positively impacting tourism and associated sectors. Cabin crew undergo rigorous training in safety procedures, emergency responses, and customer service, complying with stringent regulations imposed by aviation authorities. Despite challenges like economic instability and health crises such as COVID-19, the industry remains at the forefront of innovation, prioritizing sustainability, and technological improvements to boost efficiency and minimize environmental impacts. After

completing the necessary validation, pilot testing, reliability testing, and ethics review, the survey questionnaire is now poised for broader distribution. This study aims to engage 328 Filipino cabin crew members from the national flag carrier, a target based on data supplied by the airline. The questionnaire was disseminated using Google Forms, chosen for its efficiency, sustainability, and eco-friendly attributes. Distribution channels included email and social media, predominantly Facebook Messenger, where personalized messages were sent to potential participants. However, the researcher was conscious of potential trust issues, given the commonality of online scams associated with anonymous links. To overcome these challenges and boost participation, the questionnaire was introduced with a letter clearly outlining the research objectives and underscoring the critical role of participants' contributions. It assured respondents of anonymity and confidentiality to foster honest and accurate responses, thereby safeguarding their privacy. Non-probability sampling methods were used, recognizing that not all contacted individuals might be willing to participate or provide consent. The questionnaire was deliberately designed to be clear, concise, and unbiased, avoiding leading questions. Upon gathering the responses, participants were thanked to maintain goodwill and nurture relationships for potential future research.

Data Analysis - To achieve the goals of this research, statistical tools were employed for data analysis. Weighted means and ranking were used to evaluate the job satisfaction of Filipino cabin crew employees of the Philippine flag carrier in terms of working atmosphere, leadership and management, working activity and infrastructure; assess the well-being of the employee as to positive emotion, engagement, relationship, meaning accomplishment, health and negative emotion. The result of Shapiro-Wilk Test revealed that p-values of the main variable were greater than 0.05 which means that the data set is normally distributed. Pearson Product Moment Correlation was used to test the significant relationship of the treated variables. In addition, post hoc test was also conducted. The following Likert Scale was used in assessing the variables: 4.50 – 5.00 = Strongly Agree; 3.50-4.49 = Agree; 2.50-3.49 – Moderately Agree; 1.50 – 2.49 – Disagree; and 1.00 – 1.49 – Strongly Disagree. In addition, all data were treated using a statistical software known as PASW version 26 to further interpret the result of the study using an alpha level of 0.05 and 0.01.

3. Result and discussion

Table 1

Summary Table on Job Satisfaction

Indicators	Weighted Mean	Verbal Interpretation	Rank
Working Hours	3.97	Agree	3
Salary	4.00	Agree	2
Personnel Development	3.77	Agree	5
Working Atmosphere	3.94	Agree	4
Leadership and Management	3.65	Agree	6
Working Activity	4.17	Agree	1
Infrastructure	3.48	Moderately Agree	7
Composite Mean	3.85	Agree	

Legend: 4.50–5.00=Strongly Agree; 3.50–4.49=Agree; 2.50–3.49=Moderately Agree; 1.50–2.49=Disagree; 1.00-1.49=Strongly Disagree

The summary table on job satisfaction provides a comprehensive overview of various indicators influencing the overall job satisfaction of employees. The composite mean of 3.85 indicates that, on average, employees agree with the statements related to job satisfaction across all evaluated indicators. The indicators that employees agree with the most are "Working Activity" with the highest weighted mean of 4.17, suggesting that employees find their work engaging and fulfilling. "Salary" follows closely with a weighted mean of 4.00, indicating satisfaction with compensation.

This prominence of "Working Activity" as the highest-ranked indicator of job satisfaction could be attributed to the inherently fulfilling nature of the tasks performed by the employees. These tasks often encompass a diverse range of engaging and challenging responsibilities. For instance, cabin crew members play a crucial role in ensuring passenger safety, which is a significant and meaningful responsibility. This aspect of their job not only adds a sense of importance to their daily activities but also allows them to feel that their work has a direct and positive impact on the well-being and safety of passengers. Additionally, the role involves providing

high-quality customer service, which requires excellent communication and interpersonal skills. This interaction with passengers allows cabin crew members to use and develop a variety of skills, from problem-solving to customer relations, further enhancing their sense of accomplishment and satisfaction. The immediate and visible positive feedback from passengers, such as expressions of gratitude and satisfaction, likely reinforces their sense of purpose and achievement, contributing to their overall job satisfaction. Lastly, the dynamic and varied nature of their work, which includes adapting to different situations, handling diverse passenger needs, and working in a fast-paced environment, adds to the engaging aspect of their job. This variety helps in keeping the work interesting and prevents monotony, further enhancing their job satisfaction. The opportunity to work in a collaborative team environment, often in a multicultural setting, also adds to the positive experience, allowing employees to build strong camaraderie and support networks, which are essential components of a satisfying work experience.

Prameswari (2019) highlights that the characteristics of a job significantly enhance employee engagement, the more positive the job attributes, the higher the engagement levels among workers. Complementing this, Jolly et al. (2021) point out that having a diverse array of tasks and responsibilities (Job Variety) can mitigate the negative impact of pay and benefits dissatisfaction on employees' perceptions of organizational support. Essentially, engaging job features can offset less favorable aspects of compensation, contributing to a supportive work environment, and potentially reducing employee turnover. This can be crucial in maintaining a committed workforce, as the satisfaction derived from job variety could reduce the likelihood of employees leaving the company, effectively acting as a buffer against turnover that might otherwise result from lower financial or benefit incentives. Albrecht et al. (2021) conclude that the presence of meaningful work is a key factor in increasing employee engagement and emphasize the importance of diverse skills and tasks in realizing this objective.

On the other hand, "Infrastructure" has the lowest weighted mean of 3.48, pointing to a need for improvement in the physical work environment and amenities. "Leadership and Management" have a weighted mean of 3.65, signaling areas for potential development in management practices. Lastly, "Personnel Development" scores a 3.77, suggesting that while there is general contentment with opportunities for growth and development, it is not as strong as other areas. These insights highlight key areas where organizations may focus to enhance overall job satisfaction. In the job satisfaction table, "Infrastructure" holds the lowest rank. This could indicate that while cabin crew members find the infrastructure of their work environment somewhat satisfactory, it is not as fulfilling as other aspects of their job. The term "Infrastructure" in this context likely refers to the physical work environment and the systems in place to support the crew's duties, such as the quality of the aircraft, airport facilities, scheduling systems, and possibly the technology and tools provided to perform their job. If this infrastructure is not as developed or as well-maintained as it could be, cabin crew members might find it less conducive to performing their tasks effectively, impacting their overall job satisfaction and productivity.

Kurniawaty et al. (2019) assert that both the physical and non-physical aspects of the work environment, including supportive facilities, a conducive physical setting, effective management practices, and adherence to health and safety standards, have a direct and positive impact on job satisfaction. Building on this, Taheri et al. (2020) highlight the crucial link between job satisfaction and the work environment, emphasizing the need for improvements in compensation, working hours, benefits, and social interactions to achieve organizational goals and enhance employee happiness. Furthermore, Kalawilapathirage et al. (2019) identify effective communication, job flexibility, and job security as essential components of job satisfaction, stressing that the active maintenance of these conditions by management is vital. They caution that neglecting these key factors can lead to reduced employee satisfaction and a decline in the quality of service, specifically within the airline industry. Together, these studies underscore the significant influence of a well-maintained work environment on employee satisfaction and organizational success.

Table 2

Summary Table on Well-Being

Indicators	Weighted Mean	Verbal Interpretation	Rank
Positive Emotion	4.27	Agree	4
Engagement	4.01	Agree	5
Relationship	4.36	Agree	1
Meaning	4.29	Agree	2
Accomplishment	4.28	Agree	3
Health is Wealth	3.85	Agree	6
Negative Emotion	2.47	Disagree	7
Composite Mean	3.93	Agree	

Legend: 4.50–5.00=Strongly Agree; 3.50–4.49=Agree; 2.50–3.49=Moderately Agree; 1.50–2.49=Disagree; 1.00-1.49=Strongly Disagree

The composite mean of well-being indicators from the summary table is 3.93, falling within the range corresponding to "Agree." This aggregate value represents an overall positive assessment across several dimensions of well-being as perceived by respondents. The composite mean is crucial as it integrates perceptions across diverse aspects of well-being, offering a holistic view of individuals' subjective well-being. Among the well-being indicators, "Relationship" ranks highest with a weighted mean of 4.36, followed closely by "Meaning" with a weighted mean of 4.29. Both these indicators receive an "Agree" verbal interpretation, indicating a strong positive perception in these areas. Filipinos are deeply rooted in tradition, placing great emphasis on familial bonds; it is customary for households to encompass not just the immediate family but extended relatives as well. Contrary to practices in some countries, Filipino youths often remain in their family homes well past the age of 16, frequently until they marry and sometimes even afterwards. In the Philippines, the value placed on social relationships is paramount. Cabin crew members, reflecting this societal trait, routinely engage with a diverse array of people through their work, thereby significantly extending their social circles beyond the usual scope of friends and kin. This breadth of interaction offers them ample opportunities to cultivate a wide array of relationships.

Positive social connections are universally acknowledged as a cornerstone of well-being, with human nature inclined towards seeking both physical interaction and deep emotional bonds with others (Mertika et al., 2020). The study conducted by Sun et al. (2020) provides more support for the notion that social contacts have a favorable impact on well-being. The authors emphasize that increased social interactions tend to result in higher levels of happiness and a heightened sense of belonging. Amati et al. (2018) provide additional insights by examining the concept of social capital, which refers to the network of interpersonal connections that surround an individual. This resource has the potential to influence several aspects of an individual's performance, well-being, and support. It is emphasized that cultivating friendships and actively interacting with peers are essential for achieving life happiness, as those who are content with their lives tend to have more profound and robust social connections.

On the lower side, "Health is Wealth" at 3.85 and "Engagement" at 4.01 still fall within the "Agree" category but are less pronounced in comparison to the top indicators. The least agreed-upon factor is "Negative Emotion," with a weighted mean of 2.47, which falls into the "Disagree" range, suggesting that negative emotions are not commonly felt by the respondents in relation to their well-being. Filipinos are renowned for their joyful and resilient nature, often seen smiling even in challenging times, with a cultural inclination towards optimism. Demonstrated by the Philippines' substantial leap to 53rd from 73rd in the "World Happiness Report" (Helliwell et al., 2024) compared to the previous year, this trait is likely reflected among Filipino Cabin Crew, most of whom exhibit this positive demeanor. Dy et al. (2020) reveal that despite economic hardships, Filipino families maintain a notable level of happiness, attributing it to an appreciation for life's simpler joys. This happiness stems from strong family relationships, an optimistic outlook, contentment with their current situation, a sense of gratitude, and a resilient spirit that aids in overcoming adversity. Similarly, Tanucan et al. (2021) observe that despite facing significant challenges such as the COVID-19 pandemic, Filipinos continue to exhibit remarkable resilience and survivability, supported by both government and community. In a different context, Okabe (2021) discusses the emotional labor required of cabin crew, who must manage and sometimes conceal their true emotions to maintain a pleasant and calm demeanor. This professional necessity ensures a welcoming and safe

environment on board, crucial for passenger comfort and reassurance. The cabin crew's ability to uphold this positive facade not only reflects their professional dedication but also aligns with the cultural traits of positivity and resilience highlighted by Dy et al. (2020) and Tanucan et al. (2021), suggesting a broader cultural disposition towards maintaining a positive outlook despite various challenges.

Table 3
Relationship Between Job Satisfaction and Well-Being

Working Hours	r-value	p-value	Interpretation
Positive Emotion	.504**	0.000	Highly Significant
Engagement	.435**	0.000	Highly Significant
Relationship	.440**	0.000	Highly Significant
Meaning	.430**	0.000	Highly Significant
Accomplishment	.374**	0.000	Highly Significant
Health is Wealth	.399**	0.000	Highly Significant
Negative Emotion	-.237**	0.000	Highly Significant
Salary			
Positive Emotion	.375**	0.000	Highly Significant
Engagement	.403**	0.000	Highly Significant
Relationship	.378**	0.000	Highly Significant
Meaning	.338**	0.000	Highly Significant
Accomplishment	.361**	0.000	Highly Significant
Health is Wealth	.340**	0.000	Highly Significant
Negative Emotion	-0.036	0.511	Not Significant
Personnel Development			
Positive Emotion	.515**	0.000	Highly Significant
Engagement	.442**	0.000	Highly Significant
Relationship	.495**	0.000	Highly Significant
Meaning	.479**	0.000	Highly Significant
Accomplishment	.439**	0.000	Highly Significant
Health is Wealth	.428**	0.000	Highly Significant
Negative Emotion	-.193**	0.000	Highly Significant
Working Atmosphere			
Positive Emotion	.581**	0.000	Highly Significant
Engagement	.460**	0.000	Highly Significant
Relationship	.531**	0.000	Highly Significant
Meaning	.485**	0.000	Highly Significant
Accomplishment	.417**	0.000	Highly Significant
Health is Wealth	.447**	0.000	Highly Significant
Negative Emotion	-.239**	0.000	Highly Significant
Leadership and Management			
Positive Emotion	.457**	0.000	Highly Significant
Engagement	.434**	0.000	Highly Significant
Relationship	.461**	0.000	Highly Significant
Meaning	.432**	0.000	Highly Significant
Accomplishment	.388**	0.000	Highly Significant
Health is Wealth	.437**	0.000	Highly Significant
Negative Emotion	-.117*	0.034	Highly Significant
Working Activity			
Positive Emotion	.552**	0.000	Highly Significant
Engagement	.425**	0.000	Highly Significant
Relationship	.549**	0.000	Highly Significant
Meaning	.527**	0.000	Highly Significant
Accomplishment	.479**	0.000	Highly Significant
Health is Wealth	.446**	0.000	Highly Significant
Negative Emotion	-.239**	0.000	Highly Significant
Infrastructure			
Positive Emotion	.434**	0.000	Highly Significant
Engagement	.419**	0.000	Highly Significant
Relationship	.437**	0.000	Highly Significant
Meaning	.391**	0.000	Highly Significant
Accomplishment	.400**	0.000	Highly Significant
Health is Wealth	.391**	0.000	Highly Significant
Negative Emotion	-0.038	0.496	Not Significant

Legend: Significant at p-value < 0.01

Table 3 presents the association between job satisfaction and well-being. The computed r-values indicates a moderate direct correlation and the resulted p-values were less than the alpha level. The r-value tells us how strong and in what direction the relationship is between job satisfaction and well-being. A value near 1 or -1 shows a strong relationship, while a value close to 0 means there's little to no relationship. The p-value indicates

how likely it is that this result happened by chance; a low p-value means the results are likely reflecting a real connection. This means that there was significant relationship exists and implies that the more satisfied in the job, the better is their well-being. except on the lesser negative emotion, the better is the respondents well-being.

Some notable exceptions were found with "Negative Emotion" concerning "Salary" and "Infrastructure," as these did not show statistically significant connections. This means there wasn't a clear link between changes in salary or infrastructure and employees' negative emotions, implying that these factors might not influence employees' negative feelings as much as other aspects do. The unique demographic and cultural factors of the participants in this study may explain some notable exceptions observed, such as the unexpected lack of a significant relationship between salary and negative emotions. Although it is generally understood that salary can affect emotions in both positive and negative ways, the participants in this study are seeing salary increases without the threat of cuts, partly due to union support. This likely sustains their satisfaction despite any concerns about yearly raises. Additionally, their salaries are quite high compared to most other jobs, especially within the service sector in their country. Many people aspire to join the flag carrier's cabin crew, not just for the salary, but also because of the prestige and status that come with the position.

As noted by Burhanudin et al. (2021), financial compensation serves as a primary income source and financial security for employees. It also signifies their status and success within the organization and society, reflecting their perceived self-worth. Pay satisfaction is not solely dependent on one's income but is also influenced by their attitude toward money and the benchmarks they use to compare their earnings with others, which can differ greatly across cultures (Luna-Arocas et. al.,2024). Additionally, organizations should be aware that higher salaries and frequent promotions do not always correlate with increased satisfaction in employees' careers and personal lives, and should take into account the various goal orientations of their employees (Choi et. al.,2020).

Cultural context is also crucial here; Filipinos are known for their resilience and gratitude, values that are deeply ingrained in their culture and religion. This deep sense of gratitude, even for modest blessings, likely boosts their overall satisfaction with their job and salary. In a country where well-paying jobs are not easily accessible, having such employment is seen as a significant benefit. This cultural perspective helps explain why salary does not have a significant impact on negative emotions in this situation.

Gratitude, the habit of recognizing and valuing positive experiences, is widely recognized in studies on personal relationships for its link to greater life satisfaction and reduced mental health issues (Cortini et al., 2019). In this study, gratitude appears to influence the relationship between salary and negative emotions. Similarly, a study by Ilmi et al. (2019) aimed to gather empirical data on the relationship between gratitude and well-being among non-salaried teachers at a junior high school in Bandung Regency. Their research found a strong positive correlation, highlighting a significant connection between gratitude and well-being among these teachers. Despite not having a fixed salary, these educators maintain happiness and gratitude, focusing on the positive aspects of their teaching roles. The more gratitude they express, the happier they become, as it helps them avoid negative thoughts and fosters positive emotions. This attitude promotes a more optimistic view of life, better relationships, and a sense of purpose. The findings suggest that higher levels of gratitude are associated with greater well-being.

Regarding infrastructure, the lack of significant negative feelings might also be influenced by cultural and religious factors. Filipinos are known for their resilience, and minor shortcomings in infrastructure may not be enough to generate negative emotions. Moreover, the participants in this study are employed by the country's main airline, the only full-service airline in the nation. Despite its imperfections, the airline strives to create a work environment that supports effective job performance for its employees. Unlike their counterparts in low-cost carriers (LCCs), who often lack access to the same level of facilities and amenities, the participants in this study benefit from superior working conditions and equipment typical of full-service airlines. This awareness of their advantageous situation likely contributes to their lack of complaints and absence of negative

feelings about the infrastructure. Combined with their cultural resilience, this helps explain why infrastructure issues do not significantly impact their negative emotions.

According to Nanjundeswaraswamy et al. (2019), most welfare facilities are considered hygiene factors, which, based on Herzberg's theory, do not directly motivate employees but can lead to dissatisfaction if not adequately provided. They added that when these fundamental needs are fulfilled and employees are in a favorable mood, offering additional incentives can boost motivation and overall job satisfaction. In contrast, areas such as "Working Hours," "Personnel Development," "Working Atmosphere," "Leadership and Management," and "Working Activity" all showed highly significant correlations with all indicators of well-being. In essence, the findings suggest a strong link between job satisfaction and overall well-being.

In a similar vein to the present study, Dreer (2024) conducted an investigation on the association between job satisfaction and well-being. His research, in contrast to this one, shows that job satisfaction is significantly predicted by well-being. Against expectations, the study found that merely three of the five facets of well-being significantly affected job satisfaction. The domain of Positive Emotions (P) emerged as the most influential, with Relationships (R) and Achievement (A) also making positive contributions, though less substantial. Contrary to predictions, Engagement (E) and Meaning (M) did not exhibit a meaningful statistical influence on job satisfaction. On the other hand, the current study has recognized a uniformly positive association between every measure of job satisfaction and overall well-being. This study proposes that job satisfaction plays a pivotal role in enhancing well-being, presenting a contrary view to Dreer's findings.

Table 4

Proposed Strategic Action Plan to Improve Job Satisfaction and Foster Well-being of Filipino Cabin Crew Employees

Key Result Area Objectives	Activities/Strategies	Primary Person/s Involve	Outcome
JOB SATISFACTION Working Hours To satisfy staffing levels: <i>(Adequate staffing levels are maintained by my company.)</i>	Revisit the workload and work teams of the cabin crew. If possible, consider adding another crew member on flights that are expected to have full load or during peak seasons especially for long and ultra long haul flights.	Union Leaders Cabin crew managers Flight Planning and Scheduling Training Department	Increasing cabin crew staffing for full flights or peak seasons can enhance efficiency, safety, and passenger satisfaction.
Salary To satisfy issues in terms of salary increments: <i>(The company grants annual salary increments.)</i>	Engage in discussions with union leaders and members about salary increases. If feasible, consider conducting an annual review of the salary structure. Be transparent regarding the budget and financial capacity. Conduct benchmarking and check company performance.	Union leaders President & COO Flight Operations Department Cabin Crew services department Human Capital.	Improved understanding and trust between management, union leaders, and members regarding salary increments, budget limitations, and company performance, leading to informed decision making and fair compensation practices.
Personnel Development To satisfy the need for career opportunities or advancement: <i>(Opportunities for career advancement are ample within the company.)</i>	Cabin managers may include performance assessment and counseling. Introduce possible advancement trajectories to those interested. Create a Cross functional training program for cabin crew with a definite timeline and wherein it will not affect the flight operational requirements.	Cabin Crew Managers Cabin Crew Service department Human Capital Flight planning and scheduling department	Cabin managers can identify crew members seeking new roles or struggling with motivation. A cross functional training program offers insight into the organization and diverse career paths within the company.
Working Atmosphere To help create a satisfactory community for the crew: <i>(I perceive my organization as a supportive community)</i>	Enhance recurrent training with collaborative activities. Encourage the formation of hobby & support groups and provide an internal communication platform. Consider benchmarking cabin manager to crew ratio. If needed and feasible, increase cabin managers and integrate wellness checks into their responsibilities.	Human Capital Training department Cabin Crew Service department Cabin Crew Managers	Improved training effectiveness and team cohesion through collaborative activities. Enhanced employee engagement and well-being through support groups and internal communication platform. Optimized management support with appropriate cabin manager to crew ratio and inclusion of wellness checks.

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<p>Leadership & Management To satisfy feedback: <i>(Regular personal feedback is provided by my superiors)</i></p>	<p>Implement a feedback system: Promote peer-to-peer feedback among colleagues. Collect assessments and feedback from Cabin Managers and Pursers during flights. Coordinate with the Training department for alignment as necessary.</p>	<p>Cabin Crew Managers Flight Pursers In lieu of Cabin Crew Managers. Training department Cabin Crew members</p>	<p>Cultivation of feedback culture among colleagues. Valuable insights gathered through assessments and feedback from Cabin Managers and Pursers during flights, contributing to continuous improvement. Improved coordination and alignment with the Training department, ensuring the feedback system supports organizational goals and training initiatives effectively.</p>
<p>Working Activity To encourage more autonomy in the job: <i>(I have autonomy in making independent decisions in my job)</i></p>	<p>Conduct customized leadership and empowerment workshops focusing on delegation and distribution, specifically designed for flight pursers and cabin managers. Engage cabin crew in decision-making processes based on their level of competence, especially in areas related to their specific duties and responsibilities.</p>	<p>Training Department Inflight safety and standards. Cabin Crew Managers Inflight pursers</p>	<p>Enhanced leadership and delegation skills among flight pursers and cabin managers through tailored workshops. Increased engagement and ownership among cabin crew members by involving them in decision making processes related to their roles and responsibilities.</p>
<p>Infrastructure To satisfy parking issues: <i>(Sufficient parking facilities are available for all employees, including crew members)</i></p>	<p>Invest in a multi-level steel deck parking structure to address parking challenges for all staff. Assist cabin crew members in locating nearby parking facilities if space limitations prevent construction. Explore the possibility of easing restrictions on using public transportation while in uniform to enhance commuting, save costs, and contribute to lowering carbon emissions. Provide pick-up and drop off points for shuttle service.</p>	<p>Union leaders President & COO Transportation and shuttle group Cabin Crew Services department</p>	<p>Improve cabin crew attendance. Convenience during peak hours. Reduce stress prior and after the flight for the cabin crew. Cost-saving (for the cabin crew)</p>
<p>WELL-BEING Positive Emotion To increase the frequency of experiencing joy in daily life: <i>(Frequently, I experience a sense of joy in my daily life)</i></p>	<p>Administer Happiness tests and scales to gauge employee happiness levels, offering personalized suggestions for improvement based on results. Equitably distribute operational requirements and schedules, accommodating personal time-off for employees' endeavors and pleasures. Foster a company culture rooted in positivity and supportiveness.</p>	<p>Cabin Crew Managers Human Capital Flight planning and scheduling</p>	<p>Assist cabin crew members in assessing their happiness and areas of improvement. promotes work-life balance. Cultivation of a positive company culture, fostering a supportive and encouraging environment for all employees.</p>
<p>Engagement To improve concentration and minimize external distractions <i>(External distractions seldom disrupt my focus, allowing me to stay deeply engaged in my current activities)</i></p>	<p>Adequate sleep and proper nutrition are crucial for improving concentration, particularly at work: Ensure cabin crew have sufficient rest between flight duties. Improve meal provisions to offer healthy options for cabin crew. Finally, assist cabin crew in reducing and effectively managing stress.</p>	<p>Human Capital Health Services (Medical) Cabin Crew Managers Concessionaire Flight planning and scheduling</p>	<p>Maintains alertness and well-being. Better concentration, especially during work hours. Heightened concentration is particularly essential during safety checks.</p>
<p>Relationships To encourage help seeking behavior when necessary: <i>(I am confident in my ability to seek help and receive support from others when needed)</i></p>	<p>Offer clear avenues for seeking help, such as mentorship programs, peer support networks, or access to professional counseling services.</p>	<p>Human Capital Cabin Crew Services Department Health Services (Medical)</p>	<p>The company can assist employees in overcoming challenges and navigating obstacles. Additionally, it can offer a confidential space for employees to seek help and address issues such as stress and anxiety.</p>
<p>Meaning To increase inspiration of cabin crew: <i>(I have dedicated considerable time to contemplating the deeper meaning of life and my role within its broader context.)</i></p>	<p>Create an inspirational space in the office for cabin crew during reserve duties, providing access to motivational materials. Offer counseling services both in-office and online to support cabin crew members, ensuring accessibility regardless of their location. Collaborate with external support organizations or furnish a list of such groups for cabin crew to access.</p>	<p>Cabin Crew Services department. Health Services (Medical)</p>	<p>Cabin crew now have an extra area for reflection and mindfulness. Increased confidence in self-discovery through counseling services.</p>

Accomplishments To increase the sense of fulfillment: <i>(The sense of fulfillment upon achieving a goal I had set for myself is unparalleled.)</i>	Conduct a job performance assessment.	Human Capital Cabin Services Managers Training department Inflight pursers in lieu of Cabin Services Managers.	Job performance assessment offers feedback to pinpoint strengths and areas needing improvement. Additionally, it aids in establishing clear and attainable organizational goals. Finally, it enables recognition of employee achievements.
Health To maintain health: <i>(I seldom experience illness.)</i>	Renew partnerships with gym clubs. Encourage cabin crew to maintain a balanced diet, potentially by teaming up with healthy food delivery services. Provide access to nutritionists both on-site and online for consultations. Offer subsidies for vaccinations and supplements. Examine studies on the health of cabin crew and the effects of their job on physical and mental well-being.	Human Capital Health Services (Medical) Finance Benefit administrators Cabin Operations Safety Action Group Cabin crew managers.	Improved health habits leading to reduced illness and fewer injuries among cabin crew.
Negative Emotion To foster a greater sense of belonging: <i>(I sense a lack of belonging or fitting in.)</i>	Ensure individuals' alignment with their job roles (person-job fit) and the overall organizational culture (person-organization fit). Review the onboarding process for new cabin crew members to identify potential areas for enhancement. Maintain efforts to foster an inclusive and welcoming workplace culture.	Human Capital Cabin Crew Services department Training Department.	Continued cultivation of a sense of belonging for both new and existing members within the company. New members who are well aligned with both the job and the organization will find it easier to meet job requirements and assimilate into the company culture.

4. Conclusion and recommendation

The job satisfaction of Filipino cabin crew members in Metro Manila is comprehensive, reflecting well on the airlines' practices and policies. Regarding working hours, the satisfaction suggests adherence to legal standards and the provision of mandatory breaks. Salary satisfaction points to equitable and fair compensation practices that recognize the contributions of both women and men equally. Positive feedback on personnel development indicates effective training programs that bolster technical skills. A favorable working atmosphere is indicative of a collaborative culture, while positive sentiments towards leadership and management suggest respectful and supportive superior-subordinate relationships. High satisfaction with the working activity signals that cabin crew members find their roles engaging and meaningful. Lastly, satisfaction with infrastructure, which includes aspects such as the provision of complimentary meals, underscores the company's commitment to crew welfare during duty.

The well-being of Filipino cabin crew members in Metro Manila's airline companies is multifaceted and generally positive across several domains. Optimism about the future reflects positive emotional well-being, while the experience of time slipping away during tasks suggests high levels of engagement and flow in work activities. Strong relationships appear central to their happiness, with shared experiences being highly valued. The search for meaning is evident in the consideration of others' benefits and the inherent value seen in their actions. A commitment to personal achievements highlights a sense of accomplishment, while comparisons with peers suggest a good level of health and well-being. However, the presence of anxiety, even if infrequent, acknowledges the complexities of cabin crew life, indicating areas where support and interventions could be beneficial. Overall, this indicates a workforce that generally enjoys a strong sense of well-being. The findings indicate a significant relationship between job satisfaction and well-being factors, implying that employees who are more satisfied with their job tend to experience enhanced well-being. A strategic action plan was created for the improvement of Job Satisfaction and fostering of Well-being of Cabin Crew employees.

Salary consistently ranks as a critical factor for employee satisfaction, underscoring the necessity for organizations to regularly review and maintain competitive pay structures. Additionally, transparency regarding salary and company status helps employees understand the rationale behind any changes or stasis in their compensation, fostering a clearer sense of fairness and openness. Alongside compensation, tailored training is

vital for employee development, ensuring that the content and timing of such programs align with the specific needs of the job. It's crucial that these training sessions are considered part of the duties, with employees compensated for their time accordingly. Organizational culture, particularly in customer-facing industries like tourism and hospitality, plays a pivotal role in how services are delivered. It's important that the culture resonates across all levels of the organization, including top management, and is periodically reviewed to discard outdated practices and reinforce behaviors that align with contemporary values and market demands.

In terms of communication, while many companies traditionally employ a top-down approach, an increasing number are recognizing the benefits of bottom-up feedback mechanisms. Such channels enhance communication lines, clarify roles and responsibilities, and improve overall organizational performance and productivity. They also enable the identification of areas needing improvement or additional resources, ultimately enhancing service delivery and customer satisfaction. This dynamic and inclusive communication strategy not only bolsters internal morale but also drives more effective organizational growth and adaptation. To enhance well-being in today's world, where social media often skews our perceptions of satisfaction and disrupts our peace, it's vital to actively engage in activities that promote contentment. Recognizing that everyone's life journey is unique can help alleviate the pressure to conform to social media standards. Incorporating faith, spirituality, or supportive communities can provide additional reinforcement. Immersing oneself in work or hobbies that create a sense of flow and engagement is crucial for mental health and overall happiness. These activities allow individuals to lose themselves in the moment, which is beneficial for their well-being. Additionally, while social media can connect us, it also poses challenges for relationships, sometimes diluting the quality of our interactions. Misinterpretations of digital communications can lead to misunderstandings. It's essential, therefore, to invest in high-quality, meaningful relationships and to choose one's social circle wisely, as this can lead to more fulfilling interactions.

Setting clear personal and professional goals can also contribute to a sense of achievement and motivation. Having specific objectives provides direction and a sense of purpose, encouraging daily productivity and engagement in life. Maintaining physical health is fundamental. Regular check-ups, a nutritious diet, exercise, and appropriate supplements can support an individual's health perception and overall well-being, ensuring they have the energy to pursue their goals and enjoy life. Lastly, it is crucial for organizations, especially in the tourism and hospitality industry, to support these individual endeavors by creating supportive workplace environments that recognize and nurture their employees as valuable assets, enhancing both personal and organizational success. Philippine airline companies are encouraged to make use of the insights from this study to effectively manage their cabin crew members. As air travel rebounds and continues to expand, maintaining a satisfied and healthy frontline staff is crucial. These individuals are the face of the company and play a key role in delivering its message and services to customers. As the aviation industry navigates generational shifts, this study offers valuable insights to help airline human resources departments make strategic decisions. By using this research, they can craft targeted initiatives to enhance job satisfaction, boost employee engagement, and retain talent. Understanding the subtleties of these generational changes will enable the development of policies and practices designed to not just prevent turnover but also increase the overall happiness and loyalty of the cabin crew workforce. This proactive approach can foster a more stable, motivated, and productive team, strengthening the airline's competitive position in a swiftly changing industry.

This research aims to pioneer in-depth inquiry into the relatively unexamined demographic of Filipino cabin crew members. It aspires to lay the groundwork for subsequent studies, serving as a valuable foundation and reference for future research that seeks to delve into the various aspects of this professional group. For the future researchers they may conduct same study, but they may include additional variables such as psychological stress factors, work-life balance, and the effects of shift schedules on overall well-being. Broadening the demographic scope to include other local airlines or international bases employing Filipino cabin crew could also enhance insights into the varied experiences and challenges encountered by cabin crew both locally and internationally.

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