

CHAPTER FOUR

RESULTS

The previous chapter explained the research methodology used to study the emotional intelligence of JALways' flight attendants in different job titles. This chapter reports the results of the study which is divided into four different parts based on the questionnaire used as a tool to collect all primary data from flight attendants of JALways holding different job titles. While 250 questionnaires were distributed to the samples, 192 questionnaires were collected which was considered as 77% of the total distributed questionnaires. Only 160 questionnaires were used in the study which is 83% of the collected questionnaires. 32 or 17% of the collected questionnaires were incomplete. The research results can be categorized into three parts as follows:

- 4.1 Demographic factors of the respondents
- 4.2 Measurement of emotional intelligence
- 4.3 Self awareness of one's emotional intelligence

4.1 DEMOGRAPHIC FACTORS OF THE RESPONDENTS

The variables used in this study to identify the demographic factors of the 160 respondents were age, marital status, work experience, job titles, and Japanese Language proficiency which were indicated in the following tables.

More than half of the respondents were flight attendants aged 26-30 years which 50 % as stated in Table 4.1 below. Flight attendants aged older than 31 years were 36.3 %. Only 13.1 % flight attendants were 20 to 25 years of age.

Table 4.1 Respondents' Age

| Age | Frequency | Percent |
|-------------|-----------|---------|
| 20-25 years | 21 | 13.1 |

(table continues)

Table 4.1 (continued)

| Age | Frequency | Percent |
|-------------|-----------|---------|
| 26-30 years | 81 | 50.6 |
| > 31 years | 58 | 36.3 |
| Total | 160 | 100.0 |

Table 4.2 showed the marital status of the respondents. While 2/3 of the respondents or 71.9 % of the respondents were single, 28.1 % were married.

Table 4.2 Respondents' Marital Status

| Marital Status | Frequency | Percent |
|----------------|-----------|---------|
| Single | 115 | 71.9 |
| Married | 45 | 28.1 |
| Total | 160 | 100.0 |

Table 4.3 indicated the number of those flight attendants who have been working from one to five years and those who have worked for from six to ten years as 45 % which were equal. The number of flight attendants who had worked for more than eleven year or over accounted for 10 %.

Table 4.3 Respondents' Working Experience

| Working Experience | Frequency | Percent |
|--------------------|-----------|---------|
| 1-5 year | 72 | 45.0 |
| 6-10 year | 72 | 45.0 |
| >11 years | 16 | 10.0 |
| Total | 160 | 100.0 |

Table 4.4 presented the number of the flight attendants in different job titles. The number of Supervisor flight attendants was the highest at 34.4 % followed by the flight attendants with no title accounting for 33.8 %. The orchid wing and temporary contracted flight attendants were 20.6 %, whereas the total number of Diamond Wing, Senior Supervisor and Director was 11.2 %.

Table 4.4 Respondents' Job Title

| Job title | Frequency | Percent |
|---|-----------|---------|
| Flight Attendant | 54 | 33.8 |
| Orchid Wing, Temporary Contracted | 33 | 20.6 |
| Supervisor | 55 | 34.4 |
| Diamond Wing, Senior Supervisor, Director | 18 | 11.2 |
| Total | 160 | 100.0 |

Table 4.5 indicated the information of the flight attendant's Japanese proficiency grade. C4 grade holders accounted for the highest number which was 23.8 %. The second rank was the B grade holders at 21.3%. While the C, F and D proficiency grade holders were higher than 10 % at 16.9, 11.3 and 10 % respectively, the grade A and S and grade E holders were lower than 10 % at 9.4 and 7.5 %.

Table 4.5 Respondents' Japanese Language Proficiency

| Japanese Language Proficiency | Frequency | Percent |
|-------------------------------|-----------|---------|
| F | 18 | 11.3 |
| E | 12 | 7.5 |
| D | 16 | 10.0 |
| C | 27 | 16.9 |
| C4 | 38 | 23.8 |

(table continues)

Table 4.5 (continued)

| Japanese Language Proficiency | Frequency | Percent |
|-------------------------------|-----------|---------|
| B | 34 | 21.3 |
| A and S | 15 | 9.4 |
| Total | 160 | 100.0 |

4.2 MEASUREMENT OF THE EMOTIONAL INTELLIGENCE

4.2.1 Emotional Intelligence Level in all Components

The results showed the overall score of respondents' emotional intelligence in nine sub-components of three major components. The results are classified into three parts: Virtue, Competence, and Happiness.

4.2.1.1 The overall emotional intelligence of Virtue component

Table 4.6 presented the emotional intelligence scores in the virtue component. Self-control sub-component in statements 1 to 5, "quite true" response was chosen most by the majority of the respondents at 53.8, 45.6, 56.9, 51.9 and 51.3 %, respectively. For statement 6, 102 respondents or 63.8 % rated "sometimes true" response on the other hand.

For the second sub-components, Empathy, more than 50 % or 80 respondents chose "quite true" except for statement 9 and 10 which were 39.4 and 48.8 % respectively. The "Definitely true" response was chosen by 92 respondents or 57.5 % in statement 9.

For the Responsibility sub-component, "definitely true" was what the respondents selected most except for statement 17 which was chosen by 76 respondents or equivalent to 47.5 %.

Table 4.6 The Frequency, Percentage, Mean, Emotional Intelligence score & Standard Deviation of Virtue component

| Emotional questionnaire | Intelligence | The Likert scale four responses | | | | Mean EQ | S.D. |
|---|--------------|---------------------------------|-------------------|---------------|--------------------|-------------|--------------|
| | | Not true | Sometimes true | Quite true | Definitely true | | |
| <i>Self-control</i> | | | | | | 3.06 | 0.296 |
| 18.35 | | | | | | | |
| 1. When I feel unhappy and angry, I can realize what happens to me. | | 0 (0%) | 22 (13.8%) | 86 (53.8%) | 52 (32.5%) | 3.19 | 0.656 |
| 2. I do not know what makes me feel angry. | | 3 (1.9%) | 12 (7.5%) | 73 (45.6%) | 72 (45%) | 3.34 | 0.699 |
| 3. When I was interrupted, I usually feel so irritated that I cannot control myself. | | 3 (1.9%) | 5 (3.1%) | 91 (56.9%) | 61 (38.1%) | 3.31 | 0.626 |
| 4. When I feel unhappy and angry, I can realize what happens to me. | | 1 (0.6%) | 53 (33.1%) | 83 (51.9%) | 23 (14.4%) | 2.80 | 0.680 |
| 5. I tend to violently react to problems even a small one. | | 4 (2.5%) | 10 (6.3%) | 82 (51.3%) | 64 (40%) | 3.29 | 0.695 |
| 6. When I was forced to do something that I do not want to, I will explain until others accepted. | | 2 (1.3%) | 102 (63.8%) | 43 (26.9%) | 13 (8.1%) | 2.42 | 0.658 |
| <i>Empathy</i> | | | | | | 3.20 | 0.324 |
| 19.19 | | | | | | | |
| 7. I can feel when my people who close to me have emotional change. | | 0 (0%) | 27 (16.9%) | 95 (59.4%) | 38 (23.8%) | 3.07 | 0.636 |
| 8. I don't really care with the difficulties of stranger. | | 7 (4.4%) | 9 (5.6%) | 80 (50%) | 64 (40%) | 3.26 | 0.754 |
| 9. I will disagree when the others do things differently from what I think. | | 2 (1.3%) | 3 (1.9%) | 63 (39.4%) | 92 (57.5%) | 3.53 | 0.603 |

(table continues)

Table 4.6 (continued)

| Emotional Intelligence questionnaire | The Likert scale four responses | | | | Mean EQ | S.D. |
|--|---------------------------------|----------------|---------------|-----------------|-----------------------------|---------------|
| | Not true | Sometimes true | Quite true | Definitely true | | |
| 10. I admit that the others will have their own reasons to be dissatisfied with what I have done. | 1 (0.6%) | 32 (20%) | 78 (48.8%) | 49 (30.6%) | 3.09 | 0.725 |
| 11. I feel that others are likely to call for attention. | 1 (0.6%) | 12 (7.5%) | 112 (70%) | 35 (21.9%) | 3.13 | 0.551 |
| 12. Even though I am busy engaged by loads of works, I will be pleased to listen to others problems. | 3 (1.9%) | 26 (16.3%) | 82 (51.3%) | 49 (30.6%) | 3.11 | 0.732 |
| Responsibility | | | | | 3.49 20.97 | 0.310 |
| 13. I take advantage from others every time it is possible. | 5 (3.1%) | 6 (3.8%) | 55 (34.4%) | 94 (58.8%) | 3.49 | 0.718 |
| 14. I appreciate kindness that others gave to me. | 0 (0%) | 4 (2.5%) | 19 (11.9%) | 137 (85.6%) | 3.83 | 0.438 |
| 15. I usually apologize when I make mistakes. | 0 (0%) | 4 (2.5%) | 31 (19.4%) | 125 (78.1%) | 3.76 | 0.486 |
| 16. I hardly forgive when others make mistakes. | 2 (1.3%) | 3 (1.9%) | 64 (40%) | 91 (56.9%) | 3.53 | 0.603 |
| 17. I will think of the majority as a first priority even though it will be disadvantageous. | 0 (0%) | 50 (31.3%) | 76 (47.5%) | 34 (21.3%) | 2.90 | 0.720 |
| 18. It is inconvenient for me to do something for others. | 1 (0.6%) | 2 (1.3%) | 80 (50%) | 77 (48.1%) | 3.46 | 0.559 |
| Virtue | 3.25 | 0.239 | Virtue | 3.25 | 0.239 | Virtue |

The average emotional intelligence scores of the Virtue components was shown in Table 4.7. According to the normal score range of Virtue component, the cumulative

score in the Self-Control was the only one sub-component that earned 18.35 which was higher than the normal score range. The cumulative score of Empathy and Responsibility which were 19.19 and 20.97 were embedded in the normal score range.

Table 4.7 Normal Range Score and Obtained Score of Virtue Component

| Virtue Sub components | Normal Score range | Obtained score | Score Range | | | | |
|-----------------------------|--------------------------|-------------------|-------------|-------|--------|----------|----------|
| | | | 5 | 10 | 15 | 20 | 25 |
| Self-control (Q.1-6) | 14-18 | 18.35 | ----- | ----- | -----■ | -----*-- | ----- |
| Empathy (Q.7-12) | 16-21 | 19.19 | ----- | ----- | ----- | -----*-- | -----■ |
| Responsibility (Q.13-18) | 18-23 | 20.97 | ----- | ----- | ----- | -----■ | -----*-- |

Note. ■ is the normal score range of emotional intelligence. * is the obtained score of overall of JALways flight attendants' emotional intelligence.

4.2.1.2 The overall emotional intelligence of Competence component

The table 4.8 presented the cumulative score of Competence components. "Quite true" was selected the most in four out of six statements in the Self-Motivation, the first sub-components of competence. Statement 22 demonstrated remarkable score at 66.3 % that respondents responded. The majority of respondents scored both "Sometimes true" and "Quite true" for statement 20 at 39.4% and 38.8%, respectively.

More than 48.8 % of the respondents chose "quite true" in all statements of Decision making and problem solving sub-component. "Definitely true" was chosen as a second rank for statement 26, 27, 29 and 30 while respondents rated statement 25 in "Sometimes true" as the second rank. Statement 28 had the same figures which were chosen by 39 respondents or 24.4 %.

In the Social relationship sub-component, more than half of the respondents responded “quite true” for statement 31, 33 and 35 which were 50, 65.6 and 56.9 %, respectively. “Definitely true” were selected most for statement 32 and 34 at 45.6 and 56.3 %, respectively. The respondents chose “sometimes true” for statement 36 at 45.6 % or 73 respondents.

Table 4.8 The Frequency, Percentage, Mean of Emotional Intelligence score & Standard Deviation of Competence component

| Emotional Intelligence questionnaire | The Likert scale four responses | | | | Mean EQ | S.D. |
|--|---------------------------------|----------------|---------------|-----------------|--------------|--------------|
| | not true | sometimes true | Quite true | definitely true | | |
| <i>Self-motivation</i> | | | | | 3.12 | 0.394 |
| | | | | | 18.74 | |
| 19. I don't know in what field that I am good at. | 10 (6.3%) | 23 (14.4%) | 72 (45%) | 55 (34.4%) | 3.08 | 0.394 |
| 20. No matter how difficult and sophisticated the job is, I am sure I can handle it. | 7 (4.4%) | 63 (39.4%) | 62 (38.8%) | 28 (17.5%) | 2.69 | 0.858 |
| 21. I feel distressed when I can't get my job done. | 4 (2.5%) | 39 (24.4%) | 96 (60%) | 21 (13.1%) | 2.84 | 0.809 |
| 22. I feel so proud of myself when I get things done | 0 (0%) | 8 (5%) | 46 (28.8%) | 106 (66.3%) | 3.61 | 0.672 |
| 23. I will not give up when faced with obstacles and disappointed | 0 (0%) | 30 (18.8%) | 79 (49.4%) | 51 (31.9%) | 3.13 | 0.583 |
| 24. I usually can't get things done when I start doing something. | 2 (1.3%) | 1 (0.6%) | 89 (55.6%) | 68 (42.5%) | 3.39 | 0.702 |
| <i>Decision making & Problem solving</i> | | | | | 3.04 | 0.434 |
| | | | | | 18.22 | |
| 25. I tried hard to find the root cause of problems without assumption. | 2 (1.3%) | 47 (29.4%) | 79 (49.4%) | 32 (20%) | 2.88 | 0.730 |

(table continues)

Table 4.8 (continued)

| Emotional Intelligence questionnaire | The Likert scale four responses | | | | Mean EQ | S.D. |
|--|---------------------------------|-------------------|----------------|--------------------|-----------------------|--------------|
| | not true | sometimes true | Quite true | definitely true | | |
| 26. I don't know what exactly makes me unhappy. | 5 (3.1%) | 23 (14.4%) | 81 (50.6%) | 51 (31.9%) | 3.11 | 0.761 |
| 27. I feel that making decisions is very difficult for me. | 3 (1.9%) | 10 (6.3%) | 105 (65.6%) | 42 (26.3%) | 3.16 | 0.613 |
| 28. I can prioritize the jobs by the importance when I have to do things at the same time. | 4 (2.5%) | 39 (24.4%) | 78 (48.8%) | 39 (24.4%) | 2.95 | 0.767 |
| 29. I feel inconvenient to be with strangers or those who I am unfamiliar with | 12 (7.5%) | 22 (13.8%) | 82 (51.3%) | 44 (27.5%) | 2.99 | 0.847 |
| 30. I can't stand to behave in accordance with rules and regulations. | 5 (3.1%) | 16 (10%) | 93 (58.1%) | 46 (28.8%) | 3.13 | 0.707 |
| <i>Social Relationship</i> | | | | | 3.09 18.51 | 0.406 |
| 31. It's easy for me to make friends with strangers | 3 (1.9%) | 20 (12.5%) | 80 (50%) | 57 (35.6%) | 3.19 | 0.722 |
| 32. I have many close friends that I have known for a long time. | 2 (1.3%) | 19 (11.9%) | 66 (41.3%) | 73 (45.6%) | 3.31 | 0.728 |
| 33. It's hard to express my feelings and what I want of others. | 3 (1.9%) | 18 (11.3%) | 105 (65.6%) | 34 (21.3%) | 3.06 | 0.631 |
| 34. I do what I want without disturbing others | 4 (2.5%) | 15 (9.4%) | 59 (36.9%) | 82 (51.3%) | 3.37 | 0.758 |
| 35. It's difficult for me to disagree with others even though it's reasonable enough. | 6 (3.8%) | 30 (18.8%) | 91 (56.9%) | 33 (20.6%) | 2.94 | 0.738 |
| 36. Disagreeing with people, I usually give a clear enough explanation. | 0 (0%) | 73 (45.6%) | 71 (44.4%) | 16 (10%) | 2.64 | 0.657 |
| Competence | | | | | 3.05 | 0.377 |

According to the normal score range of the three sub-component of the Competence in Table 4.9, the received scores of the respondents were in the normal score range which were 18.74 for Self-motivation, 18.22 for Decision making and problem solving and 18.51 for Social relationship sub-components.

Table 4.9 Normal Range Score and Obtained Score of Competence Component

| Competence Sub components | Normal score range | Obtained score | Score range | | | | |
|---|--------------------------|-------------------|-------------|-------|-------|--------|-------|
| | | | 5 | 10 | 15 | 20 | 25 |
| Self-motivation (Q.19-24) | 16-22 | 18.74 | ----- | ----- | ----- | -----* | ----- |
| Decision making & Problem solving (Q.25-30) | 15-21 | 18.22 | ----- | ----- | ----- | -----* | ----- |
| Social Relationship (Q.31-36) | 15-21 | 18.51 | ----- | ----- | ----- | -----* | ----- |

Note: █ is the normal score range of emotional intelligence. * is the obtained score of overall of JALways flight attendant emotional intelligence.

4.2.1.3 The overall emotional intelligence of Happiness component

Table 4.10 revealed the emotional intelligence level of respondents in Happiness component. More than 50 % or 80 respondents chose “Quite true” in all statements of Pride in oneself sub-components. Statement 40 showed remarkable figure of 64.4 % or 103 respondents responding “Quite true”.

In Self-satisfaction sub-component, “quite true” was the most selected for statements 41, 43 and 46 at 46.3, 40.6 and 47.5 %, respectively. 76.3 % for statement 42, 48.8 % for statement 44 and 50 % for statement 45 chose “Definitely true.” Statement 42 earned the highest score in 52 statements which were rated by 76.3 % or 122 respondents.

The last sub-components of Peace of mind, “Quite true” was selected with the highest figure in statements 49, 50 and 52 at 45.6, 48.8, and 54.4 %, respectively. For statements 47, 48 and 51, respondents chose “Definitely true” the most. The results in statement 48 received the remarkable score of 75 % or 120 respondents.

Table 4.10 The Frequency, Percentage, Mean of Emotional Intelligence score & Standard Deviation of Happiness Component

| Emotional questionnaire | Intelligence | The Likert scale four responses | | | | Mean EQ | S.D. |
|---|--------------|---------------------------------|-------------------|----------------|--------------------|--------------|--------------|
| | | Not true | Sometimes true | Quite true | definitely true | | |
| <i>Pride in oneself</i> | | | | | | 3.04 | 0.513 |
| | | | | | | 12.16 | |
| 37. I feel that I am inferior to others. | | 1 (0.6%) | 3 (1.9%) | 80 (50%) | 76 (47.5%) | 3.44 | 0.569 |
| 38. I can perform my duty well regardless of the roles. | | 3 (1.9%) | 48 (30%) | 84 (52.5%) | 25 (15.6%) | 2.82 | 0.708 |
| 39. I do my best on duty assignment. | | 2 (1.3%) | 36 (22.5%) | 82 (51.3%) | 40 (25%) | 3.00 | 0.727 |
| 40. I am not confident in the sophisticated task. | | 13 (8.1%) | 17 (10.6%) | 103 (64.4%) | 27 (16.9%) | 2.90 | 0.771 |
| <i>Self-satisfaction</i> | | | | | | 3.30 | 0.406 |
| | | | | | | 19.81 | |
| 41. No matter how bad the situation is, I still hope that things will get better. | | 0 (0%) | 15 (9.4%) | 74 (46.3%) | 71 (44.4%) | 3.35 | 0.646 |
| 42. All problems have a way out. | | 0 (0%) | 2 (1.3%) | 36 (22.5%) | 122 (76.3%) | 3.75 | 0.462 |
| 43. In such a serious situation, I can create a relaxed and cheerful situation. | | 4 (2.5%) | 60 (37.5%) | 65 (40.6%) | 31 (19.4%) | 2.77 | 0.787 |

(table continues)

Table 4.10 (continued)

| Emotional questionnaire | Intelligence | The Likert scale four responses | | | | Mean EQ | S.D. |
|--|--------------|---------------------------------|-------------------|---------------|--------------------|--------------|--------------|
| | | Not true | Sometimes true | Quite true | definitely true | | |
| 44. I always spend my weekend or vacation delightfully. | | 0 (0%) | 14 (8.8%) | 68 (42.5%) | 78 (48.8%) | 3.40 | 0.646 |
| 45. I always dissatisfied when others are better than me. | | 4 (2.5%) | 2 (1.3%) | 74 (46.3%) | 80 (50%) | 3.44 | 0.651 |
| 46. I am satisfied with what I am. | | 10 (6.3%) | 19 (11.9%) | 76 (47.5%) | 55 (34.4%) | 3.10 | 0.841 |
| Peace of mind | | | | | | 3.33 | 0.405 |
| | | | | | | 19.96 | |
| 47. I don't know what to do when I feel bored. | | 1 (0.6%) | 6 (3.8%) | 69 (43.1%) | 84 (52.5%) | 3.48 | 0.603 |
| 48. I usually do what I want in my free time. | | 0 (0%) | 5 (3.1%) | 35 (21.9%) | 120 (75%) | 3.72 | 0.516 |
| 49. When I feel unhappy, I can manage my emotion. | | 0 (0%) | 25 (15.6%) | 73 (45.6%) | 62 (38.8%) | 3.23 | 0.702 |
| 50. When I feel tired after flights or any assignment, I can relieve myself. | | 0 (0%) | 19 (11.9%) | 78 (48.8%) | 63 (39.4%) | 3.28 | 0.663 |
| 51. I will not be happy until I get all that I want. | | 5 (3.1%) | 13 (8.1%) | 63 (39.4%) | 79 (49.4%) | 3.35 | 0.762 |
| 52. I tend to be so sensitive even about small things. | | 11 (6.9%) | 28 (17.5%) | 87 (54.4%) | 34 (21.3%) | 2.90 | 0.810 |
| Happiness | | | | | | 3.21 | 0.276 |

According to the normal score range of the three sub-components of Happiness in Table 4.11, the received scores of the respondents were embedded in the normal score range which were 12.16 in Pride in oneself, 19.81 in Self-satisfaction and 19.96 in Peace of mind sub-components.

Table 4.11 Normal Range Score and Obtained Score of Happiness Component

| Happiness Sub components | Normal score range | Obtained Score | Score range | | | | |
|--------------------------------|--------------------------|-------------------|-------------|-------|---------|--------|-----------|
| | | | 5 | 10 | 15 | 20 | 25 |
| Pride in oneself (Q.37-40) | 10-14 | 12.16 | ----- | ----- | ---*--- | ----- | ----- |
| Self-satisfaction (Q.41-46) | 16-22 | 19.81 | ----- | ----- | ----- | -----* | --- ----- |
| Peace of mind (Q.47-52) | 16-22 | 19.96 | ----- | ----- | ----- | -----* | --- ----- |

Note: | is the normal score range of the emotional intelligence. * is the obtained score of over all of the JALways flight attendant emotional intelligence.

4.2.2 Emotional Intelligence Level in Different Job Titles

The results of the measurement of emotional intelligence demonstrated an average score of the flight attendants in different job titles in Table 4.12. The results revealed that the scores for all different job titles in all sub-components were in the normal score range. The score indicated in the Self-control of all job titles presented very outstanding scores of 18.15 for Flight Attendants, 18.15 for Orchid Wing and Temporary Contract, 18.50 for supervisor job title and 18.77 for Diamond Wing, Senior Supervisor and Director. The self-control was the only one subcomponent in all job titles that was higher than the normal range scores, 14 to 18.

The Diamond Wing, Senior Supervisor and Director earned the highest among four different groups of flight attendant in all nine components of emotional intelligence. None of the mean scores were lower than the normal range score.

The emotional intelligence score of Supervisor in all sub-components were ranked second which was higher than the Flight Attendant job title and the Orchid Wing and Temporary contract job titles except for Decision making and Problem solving and Self-satisfaction. The mean score of Decision making and Problem solving of Supervisor

was equivalent to the score of Orchid Wing and Temporary Contract which was 18.24. The Self satisfaction mean score of Supervisor was 19.65 which was slightly lower than Orchid Wing and Temporary Contract flight attendants.

The mean score of Orchid Wing and Temporary Contract was the same as the Flight Attendants in Self-control's mean score which was 18.5. Orchid Wing and Temporary Contract flight attendants possessed 18.24 which was higher than Flight Attendants in the Decision making and Problem solving of Competence. For Happiness, Orchid Wing and Temporary Contract achieved a higher score which was 12.21 for Pride in oneself and 19.78 for Self- satisfaction than Flight Attendants did.

Empathy, Responsibility, Self-motivation, Social Relationship and Peace of mind were the sub-components that Flight attendants possessed higher scores than Orchid Wing and Temporary Contract. The figures of 19.55 and 20.90 were the mean score of Flight attendants in the Empathy and Responsibility of the Virtue component. In the Competence component, Flight attendants' mean scores of Self-motivation and Social Relationship were 19.15 and 18.20, respectively. Flight Attendants possessed 19.87 in Peace of mind of the Happiness component.

Table 4.12 Mean of Level of Emotional Intelligence in Different Job Titles

| Components & Sub-components | Normal score range | Mean | | | | |
|--------------------------------|--------------------------|---------------------------|---------------------|--|------------|---|
| | | Overall Score Range | Flight Attendant | Orchid Wing & Temporary Contracted | Supervisor | Diamond Wing, Senior Supervisor & Director |
| Virtue | | | | | | |
| Self-control | 14-18 | 18.34 | 18.15 | 18.15 | 18.50 | 18.77 |
| Empathy | 16-21 | 19.18 | 19.55 | 18.24 | 19.14 | 19.94 |
| Responsibility | 18-23 | 20.95 | 20.90 | 20.66 | 21.05 | 21.33 |
| Competence | | | | | | |
| Self-motivation | 16-22 | 18.74 | 19.15 | 18.24 | 18.49 | 19.22 |

(table continues)

Table 4.12 (continued)

| Components & Sub-components | Normal score range | Mean | | | | |
|--------------------------------------|--------------------------|---------------------------|---------------------|---|------------|---|
| | | Overall Score Range | Flight Attendant | Orchid Wing & Temporary Contracted | Supervisor | Diamond Wing, Senior Supervisor & Director |
| Decision making & Problem solving | 15-21 | 18.21 | 17.70 | 18.24 | 18.24 | 19.66 |
| Social Relationship | 15-21 | 18.52 | 18.20 | 17.90 | 19.01 | 19.11 |
| Happiness | | | | | | |
| Pride in oneself | 10-14 | 12.16 | 11.83 | 12.21 | 12.21 | 12.88 |
| Self-satisfaction | 16-22 | 19.80 | 19.48 | 19.78 | 19.65 | 21.27 |
| Peace of mind | 16-22 | 19.95 | 19.87 | 19.69 | 19.81 | 21.05 |

Table 4.13 indicated the emotional intelligence mean score of the Flight Attendants which were in the normal range score. In the Virtue components, the mean score of Self-control was 18.15 which was higher than the normal range while the mean scores of Empathy and Responsibility were embedded in the normal score range at the 19.55 and 20.90, respectively. The Competence and the Happiness mean scores were also in the normal score range. Self-motivation possessed the highest mean score which was 19.15 of the sub-components of Competence. For the happiness component, Peace of mind's mean score, which was 19.87, was higher than self-satisfaction. The mean score of Pride in oneself was not comparable as the number of statements in the questionnaires was less than that of other sub-components.

Table 4.13 Average Level of Emotional Intelligence of Flight Attendants Position

| Components & Sub-Components | Normal score range | Emotional Intelligence Score | | | |
|--------------------------------|--------------------------|------------------------------|---------|---------|----------------|
| | | Mean | Minimum | Maximum | Std. Deviation |
| Virtue | | | | | |

(table continues)

Table 4.13 (continued)

| Components & Sub-Components | Normal score range | Emotional Intelligence Score | | | |
|--------------------------------------|--------------------------|------------------------------|---------|---------|----------------|
| | | Mean | Minimum | Maximum | Std. Deviation |
| Self-control | 14-18 | 18.15 | 16 | 22 | 1.45 |
| Empathy | 16-21 | 19.55 | 16 | 23 | 1.76 |
| Responsibility | 18-23 | 20.90 | 17 | 24 | 1.74 |
| Competence | | | | | |
| Self-motivation | 16-22 | 19.15 | 13 | 23 | 2.28 |
| Decision making & Problem solving | 15-21 | 17.70 | 10 | 23 | 2.83 |
| Social Relationship | 15-21 | 18.20 | 12 | 24 | 2.19 |
| Happiness | | | | | |
| Pride in oneself | 10-14 | 11.83 | 9 | 16 | 1.75 |
| Self-satisfaction | 16-22 | 19.48 | 16 | 23 | 1.96 |
| Peace of mind | 16-22 | 19.87 | 15 | 24 | 2.39 |

The average scores of the emotional intelligence of Orchid Wing and Temporary Contract were shown in Table 4.14. All three components' mean scores were in the normal score range. Like the score of the Self-control in all job titles, the score for Self-control of Orchid Wing and Temporary Contracted position was 18.15 placed in the higher range than the normal score range. However, Responsibility had the highest score which was 20.66 among the Virtue's sub-components. 18.24 was the mean score of both mean score Self-motivation and Decision making and Problem solving which were considered as the highest score in the Competence component. The mean score of 19.78 in the Self-satisfaction of the Happiness component was what the respondents rated most. However, the mean score of Pride in oneself was not comparable as the number of statements in the questionnaires was less than other sub-components.

Table 4.14 Average Level of Emotional Intelligence Orchid Wing & Temporary Contract Position

| Components & Sub-Components | Normal score range | Emotional Intelligence Score | | | |
|--------------------------------------|--------------------------|------------------------------|---------|---------|----------------|
| | | Mean | Minimum | Maximum | Std. Deviation |
| Virtue | | | | | |
| Self-control | 14-18 | 18.15 | 15 | 21 | 1.54 |
| Empathy | 16-21 | 18.24 | 14 | 23 | 2.35 |
| Responsibility | 18-23 | 20.66 | 16 | 24 | 1.93 |
| Competence | | | | | |
| Self-motivation | 16-22 | 18.24 | 14 | 22 | 2.47 |
| Decision making & Problem solving | 15-21 | 18.24 | 14 | 23 | 2.48 |
| Social Relationship | 15-21 | 17.90 | 14 | 23 | 2.46 |
| Happiness | | | | | |
| Pride in oneself | 10-14 | 12.21 | 7 | 16 | 2.11 |
| Self-satisfaction | 16-22 | 19.78 | 15 | 24 | 2.20 |
| Peace of mind | 16-22 | 19.69 | 16 | 24 | 2.32 |

Table 4.15 disclosed the average score of the emotional intelligence of Supervisor flight attendant whose mean scores in all sub-components were in the normal score range and whose mean score for Self-control was higher than the normal range so were the other job titles. Responsibility achieved a mean score at 21.05, which was the highest score among the three sub-components of Virtue. The mean score of 19.01 and 19.87 were the highest score of Social relationship of Competence and Peace of mind of Happiness, respectively. However, the mean score of Pride in oneself of Happiness component was not comparable as the number of statements in the questionnaire was less than other sub-components.

Table 4.15 Average Level of Emotional Intelligence Supervisor Position

| Components & Sub-Components | Normal score range | Emotional Intelligence Score | | | |
|--------------------------------------|--------------------------|------------------------------|---------|---------|-------------------|
| | | Mean | Minimum | Maximum | Std. Deviation |
| Virtue | | | | | |
| Self-control | 14-18 | 18.50 | 15 | 24 | 2.08 |
| Empathy | 16-21 | 19.14 | 15 | 24 | 1.77 |
| Responsibility | 18-23 | 21.05 | 15 | 24 | 2.00 |
| Competence | | | | | |
| Self-motivation | 16-22 | 18.49 | 14 | 23 | 2.31 |
| Decision making & Problem solving | 15-21 | 18.23 | 11 | 24 | 2.51 |
| Social Relationship | 15-21 | 19.01 | 13 | 24 | 2.46 |
| Happiness | | | | | |
| Pride in oneself | 10-14 | 12.21 | 6 | 16 | 2.46 |
| Self-satisfaction | 16-22 | 19.65 | 14 | 24 | 2.88 |
| Peace of mind | 16-22 | 19.81 | 15 | 24 | 2.61 |

The scores of the Diamond Wing, Senior Supervisor, and director, the highest rank of the flight attendant in the organization, were presented in Table 4.16. Similar to the other job titles mentioned above, all of the mean scores of all components were in the normal score range. Self-control was still the only sub-component that achieved a higher score than the normal score rank as same as the other job titles. Responsibility, Decision making & Problem solving and Self-satisfaction in each component highest scores were 21.33, 19.66 and 21.27, respectively.

Table 4.16 Average Level of Emotional Intelligence of Diamond Wing, Senior Supervisor and Director Position

| Components & Sub-Components | Normal score range | Emotional Intelligence Score | | | |
|--------------------------------------|--------------------------|------------------------------|---------|---------|----------------|
| | | Mean | Minimum | Maximum | Std. Deviation |
| Virtue | | | | | |
| Self-control | 14-18 | 18.77 | 15 | 23 | 2.01 |
| Empathy | 16-21 | 19.94 | 18 | 23 | 1.55 |
| Responsibility | 18-23 | 21.33 | 19 | 24 | 1.64 |
| Competence | | | | | |
| Self-motivation | 16-22 | 19.22 | 14 | 24 | 2.46 |
| Decision making & Problem solving | 15-21 | 19.66 | 16 | 22 | 1.90 |
| Social Relationship | 15-21 | 19.11 | 14 | 23 | 2.74 |
| Happiness | | | | | |
| Pride in oneself | 10-14 | 12.88 | 11 | 15 | 1.02 |
| Self-satisfaction | 16-22 | 21.27 | 15 | 24 | 2.27 |
| Peace of mind | 16-22 | 21.05 | 17 | 23 | 1.98 |

4.3 SELF AWARENESS OF ONE'S EMOTIONAL INTELLIGENCE

The self awareness of emotional intelligence in Table 4.17 showed the responses of the respondents to the four questions. More than 50 % of the respondents or about 84 respondents rated the Virtue to be the component of emotional intelligence that they possessed most. 38.8 % of the respondents thought that Happiness was the component that they possessed most. Competence was chosen by only 8.8 % of the respondents.

The result of Question two revealed in Table 21 showed that 72.5 % of respondents thought that Competence was the component that they possessed least. Happiness was 16.9 % followed by Virtue which was only 10.6 %.

According to the results, the majority of the respondents or 81.3 % voted for Virtue as the most important of being professional flight attendants. Happiness and Competence accounted for 15 and 3.8 %, respectively.

The findings demonstrated the 4/5 of the respondents judged themselves as possessing normal score range while 20 % of the respondents evaluated themselves in the high score range. None of them assessed themselves in a lower score range.

Table 4.17 The Respondents' Self-Awareness of Emotional Intelligence

| Self-awareness of Emotional Intelligence | Frequency | Percentage |
|--|-----------|------------|
| Q1. Which emotional intelligent component do you think you possess most? | | |
| Virtue | 84 | 52.4 |
| Competence | 14 | 8.8 |
| Happiness | 6 | 38.8 |
| Total | 160 | 100.0 |
| Q2. Which emotional intelligence do you think you have least? | | |
| Virtue | 17 | 10.6 |
| Competence | 116 | 72.5 |
| Happiness | 27 | 16.9 |
| Total | 160 | 100.0 |
| Q3. In your opinion which emotional intelligence do you think most important for being professional flight attendants? | | |
| Virtue | 130 | 81.3 |
| Competence | 6 | 3.8 |
| Happiness | 24 | 15.0 |
| Total | 160 | 100.0 |
| Q4. Please evaluate yourself, at which level do you think | | |

(table continues)

Table 4.17 (continued)

| Self-awareness of Emotional Intelligence | Frequency | Percentage |
|--|-----------|------------|
| you really are? | | |
| Lower score range | 0 | 0 |
| Normal score range | 128 | 80.0 |
| Higher score range | 32 | 20.0 |
| Total | 160 | 100.0 |